

**THE INFLUENCE OF RECRUITMENT, SELECTION, TRAINING, AND  
PERFORMANCE APPRAISAL ON ORGANIZATIONAL COMMITMENT IN  
PT PLN AND PT PERTAMINA RU IV  
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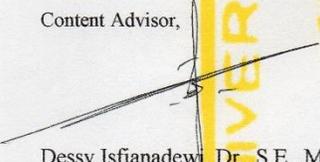
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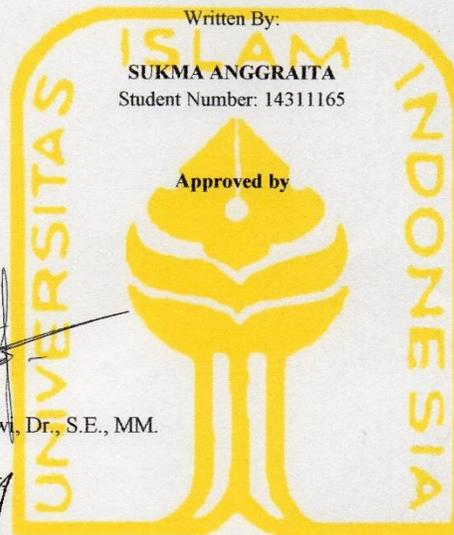
  
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PLN AND PT PERTAMINA RU IV**

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**ABSTRACT**

The purpose of this research is to gain information whether there is any influence of HRM practices especially recruitment, selection, training, and performance appraisal toward employee's organizational commitment in PT PLN and PT Pertamina as state-owned companies in Indonesia. The sample of this research are permanent employees of the two companies who have gained training and performance appraisal in both PT PLN and PT Pertamina. The questionnaires are distributed to 300 respondents and 267 questionnaires are properly filled by the employees. The analytical tool used in this research is multiple linear regression using SPSS version 24.0. The results of this research show that there is a positive influence of recruitment, selection, training, and performance appraisal on organizational commitment.

**Keywords:** *Recruitment, Selection, Training, Performance Appraisal, Organizational Commitment, PT PLN, PT Pertamina*

**ABSTRAK**

Tujuan penelitian ini adalah untuk memperoleh informasi apakah ada pengaruh praktik-praktik HRM khususnya rekrutmen, seleksi, pelatihan, dan penilaian kinerja terhadap komitmen organisasi karyawan di PT PLN dan PT Pertamina sebagai perusahaan milik negara di Indonesia. Sampel penelitian ini adalah karyawan tetap yang pernah mendapat pelatihan dan penilaian kinerja baik di kedua perusahaan tersebut. Peneliti membagikan 300 kuesioner kepada responden dan 267 kuesioner diisi dengan benar oleh karyawan. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda menggunakan SPSS versi 24.0. Hasil penelitian ini menunjukkan pengaruh positif rekrutmen, seleksi, pelatihan, dan penilaian kinerja terhadap komitmen organisasi.

**Kata kunci:** *Rekrutmen, Seleksi, Pelatihan, Penilaian Kinerja, Komitmen Organisasi, PT PLN, PT Pertamina*

## **1. Background of Study**

Globalization is a new world economic system, which prescribes and describes ways in which businesses, concepts and events are organized around the world (Ukpere & Slabbert, 2009). Organizations today face an increasingly competitive and rapidly changing characterized by a diverse labor market, advancement in information technologies, globalization, deregulation, customer demands and others (Peter & Eunice, 2014). A rapid action is needed by the organization in order to respond the rapid changing development in the business area.

Skilled and qualified employee is very needed in order to assist the organization to act and respond the business in the globalization effectively and efficiently. In fact, in the organization, employee is included in the scope of Human Resource Management. This is the reason behind the importance of Human Resource Management practices in the company. As explained by Snell & Bohlander (2012) HRM is the activity includes analyzing a company's competitive environment and designing a proper strategy to be able to fight in the competition. The activities in HRM practices such as recruitment, selection, training, and performance appraisal.

Nevertheless, a company that has competitive employees do not guarantee that they can continuously contribute to the organization voluntarily. Hence, the organization needs an essential factor that can guarantee the employee to work continuously, that is organizational commitment. Gul (2015) stated that enhancing employee commitment is vital for effective functioning of an organization, and to make the organization grow and expand at a faster pace.

Aladwan, *et al* (2015) revealed that two HRM practices which are recruitment and selection, training and development have a significant impact on the employee's commitment. Another research found that there is a positive and significant impact of performance appraisal on the organizational commitment of bank employees (Singh & Rana, 2013).

From those literatures mentioned previously, the researcher put two important Indonesian State-Owned Enterprises for the sustainability of the country that are going to be the research site of this research. They are PT PLN (Persero) as the one and only electricity provider in Indonesia and PT Pertamina RU IV. Thus, the employee's organizational commitment is very essential. The company must be aware of factors that probably influence the employee's organizational commitment. Hence, the researcher is interested to do a further research about the impact of HRM practices that stressed on recruitment, selection, training, and performance appraisal on organizational commitment in PT PLN and PT Pertamina RU IV.

## **2. Literature Review**

### **2.1. Recruitment**

According to Dessler (2013) recruitment means finding or attracting applicants for the employer's open positions. As explained by Gamage (2014) the basic purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. Recruitment process can be conducted in two ways which are recruit internally or externally (Bohlander, 2012).

### **2.2. Selection**

It is the process by which specific instruments are employed to choose from a pool of applicant's most suitable for the job taking into consideration, management goals and legal requirements (Ofori & Aryeetey, 2011). The objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible (Gamage, 2014).

### **2.3. Training**

Training in an organization is basically a learning process by which the management, HR or training staff of the organization or from outside the organization provide its employees purposeful learning opportunities in a structured manner (Bashir & Long, 2015). The purpose of training itself is to improve employee's competency, production efficiency and achieve organizational goals by influencing or changing employee's attitudes, behavior and skills. (Ling, *et al*, 2014).

### **2.4. Performance Appraisal**

Performance appraisal means evaluating an employee's current and/or past performance relative to his or her performance standards (Dessler, 2013). According to Bohlander (2012), the purpose of performance appraisal can be divided into two: administrative purpose and development purpose. Administrative purpose of performance appraisal is used for the entire range of HRM activities, such as promotions, transfers, layoffs, and pay decisions. Whereas the developmental purposes of performance appraisal provide the feedback essential for discussing an employee's goals and how they align with the organization.

### **2.5. Organizational Commitment**

Organizational commitment is the heart of HRM that helps explain a range of human attitudes and behaviors at work. (Bal,*et al*, 2014). Allen & Meyer (1990) has identified the three dimensions of organizational commitment which are affective commitment, normative commitment and continuance commitment.

### **2.6. Hypothesis Formulation**

The first hypothesis proposed is recruitment. Bal, *et al* (2014) in their research that has purposes to investigate the relationship between organizational commitment dimensions and HR practices, also determine the perceptions of employees for organizational commitment levels and HR practices has found that there is a strong or medium positive relationship

between recruitment and selection, involvement, training and development, work condition and performance appraisal on organizational commitment dimensions. In addition, a study conducted by Aladwan, *et al*, (2015) demonstrated that recruitment and selection, training and development has a significant positive relationship with organizational commitment among respondents in the Jordanian organizations. Another research has shown a supporting statement for this relationship that the fair recruitment and selection positively influence employee commitment in the Telecom Sector of Pakistan (Janjua and Gulzar, 2014). From the description above, a hypothesis is proposed for recruitment and selection on organizational commitment.

**H1 = Recruitment has positive impact towards organizational commitment**

The second hypothesis that will be explained next is impact of selection towards organization. The study conducted by Mahal (2012) has revealed that selection as one out of six dimensions of HR practices gained the highest score in the analysis which mean that employees who are selected based on the requirement tend to have more organizational commitment. To prove the impact of selection on organizational commitment, a hypothesis is proposed. Moreover, the study by Nassar (2017) that was conducted in four and five hotels with 257 questionnaires returned shows that selection as one of the five HRM practices has a positive relationship with the three indicators of organizational commitment.

**H2 = Selection has positive impact towards organizational commitment**

The third hypothesis made for further investigation in this research is training. The study conducted by Bulut & Culha (2010) revealed that all dimensions of organizational training factor jointly affected the perceived organizational commitment. Yang, *et al*. (2012) explained that there is an association between perceived training-related benefits and continuance commitment; the association between perceived supervisor support for training and affective commitment; and the association between perception of access to training and normative commitment. It is also stated that training need assessment helps increase affective commitment among employees and that formal systems of induction provided to new employees help them adapt to new environment quickly and make them comfortable which increase their commitment (Mutsoli, *et al*, 2015). From the description above, a hypothesis is proposed for training related to organizational commitment.

**H3 = Training has positive impact towards organizational commitment**

The fourth and the last hypothesis proposed for this research is the impact of performance appraisal towards organizational commitment. A previous study has revealed that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization (Neha & Himanshu, 2015). Kadiresan, *et al*, (2015) in their study that gathered data from 75 employees from several different industries in Malaysia, have found that there is positively and highly correlation between performance appraisal with organizational commitment.

From the description above, a hypothesis is proposed for performance appraisal related on organizational commitment.

**H4 = Performance appraisal has positive impact towards organizational commitment**

### **3. Research Methodology**

This study uses quantitative methods to examine primary data gathered from the companies. A questionnaire will be distributed to two companies, they are PT PLN (Persero) and PT Pertamina Indonesia. Respondents were asked to answer the questions in the questionnaire using Likert scale. The hypothesis testing will be used for this study since the purpose of this research is to gain information about the influence of HRM practices that stressed on recruitment and selection, training, and performance appraisal towards organizational commitment.

The population in this research are all the employees from both of the companies. Purposive random sampling is used in this research to collect the data. The characteristics that determine the use of purposive random sampling in this research are: (1) permanent employees (not outsourcing) in both PT Pertamina RU IV and PT PLN (Persero), (2) employee have joined the training conducted by Pertamina RU IV and PT PLN (Persero), (3) Employee have received performance appraisal feedback from PT Pertamina and PT PLN (Persero).

#### **3.1. Descriptive Analysis**

In this research, descriptive analysis will explain about the data collection result which will consist the amount of the questionnaire distributed, lost questionnaire, questionnaire returned, incomplete questionnaire and proper questionnaire. The descriptive analysis will also perform the respondent description classification based on gender, education level, and time length of employment. It will include the data descriptive and it will be used to define the mean of each variable. The score of answers can be categorized as follows: (a) The average value of 1 to 1,80 is very low, (b) The average value of 1,81 to 2,61 is low, (c) The average value of 2,62 to 3,42 is medium, (d) The average value of 3,43 to 4,23 is high and the last, (e) The average value of 4,24 to 5 is very high. The minimum score from the questionnaire is 1 and the maximal score is 5. Thus, the interval is:

$$\text{Interval} = \frac{\text{Maximum} - \text{minimum}}{\text{Total Class}} = \frac{5 - 1}{5} = 0,8$$

#### **3.2. Data Quality Test**

Validity and Reliability test will be conducted in this research. Validity test will be used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. In addition, reliability test will be used by the researcher to measure the stability and consistency of the instrument.

#### **3.3. Verification Statistic**

The classical assumption test will be used in this research to provide assurance that the regression equation obtained has precision in estimation, unbiased and consistent.

a. Normality Data Test

The purpose of normality data test is to assess the distribution of data in a group of data or variable whether it is normally distributed or not. The researcher will use Kolmogorov-Smirnov with significant value of  $\alpha = 0,05$ . If  $\alpha < 0,05$ , it means data distribution is not normal and If  $\alpha > 0,05$ , it means data distribution is normal.

b. Multicollinearity Test

The purpose of multicollinearity test is to testing whether there is correlation among independent variables. Multicollinearity will be detected by observing the value of Variance Inflation Factor (VIF) and tolerance. If VIF is greater than 10 or the tolerance value is less than 0,10, it means that there is a multicollinearity and vice versa.

c. Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not.

### 3.4. Hypotheses Testing

Multiple linier regressions were used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). If sig. value  $< 0.05$ , it means that H1 is accepted, thus it will be concluded that there is influence of independent variable to dependent variable. If sig. value  $> 0.05$ , it means that H1 is rejected, thus it will be concluded that there is influence of independent variable to dependent variable.

## 4. Data Analysis and Discussions

### 4.1. Descriptive Analysis

In this research, the data are gathered through questionnaires that have been filled by employees in PT Pertamina RU IV and PT PLN Head Office. the questionnaires distributed to respondents are 300 (100%). There are 27 (9%) of lost questionnaires since they have not been returned to the researcher. From all questionnaires, there are 273 (91%) questionnaires have been returned to the researcher. In addition, there are 6 (2%) of questionnaires have been filled out incompletely. Thus, there are 267 (89%) proper questionnaires left that can be used in this research.

According to the identification of gender, it can be concluded that most of the respondents are males because the data shows that 220 (82,4%) respondents are males and the rest of them 47 (17,6%) are females. The next is the identification of respondents based on education level. The result of the data shows that Diploma graduates 147 (55,1%) employees and it dominates the educational level of employees. Then, there are 84 (31,5%) employees from SMA level and 36 (13,5%) employees have Bachelor Degree. The last identification of respondents is based on time length of employment. It can be concluded that most of the employees have been working for 6-10 years which is represented by 121 (45,3%) respondents from the total number of employees. The second classification of respondents based on time length of employment is within 1-5 years which is represented by 37 (13,9%) employees. Then, there are 21 (7,9%) respondents that have

been working on the company for 26-30 years. There are also 15 (5,6%) employees that have been working for 21-25 years and 14 (5,2%) respondents have been working for 16-20 years.

The data of questionnaires of each variables assessment result are categorized as very high. The recruitment as X1 has mean value 4,94; selection as X2 has mean value 4,499; training as X3 has mean value 4,371; performance appraisal as X4 has mean value 4,339 and the organizational commitment as one and only dependent variable or Y has mean value 4,737.

#### 4.2. Data Quality Test

Table 4.1. Result of Validity and Reliability Test

Indicators	Pearson Correlation	Cronbach Alpha	Minimal Score	Status
Recruitment		0,825	0,6	Reliable
X1.1	0.671		0,1201	Valid
X1.2	0.766		0,1201	Valid
X1.3	0.842		0,1201	Valid
X1.4	0.779		0,1201	Valid
X1.5	0.778		0,1201	Valid
Selection		0,825		Reliable
X2.1	0.721		0,1201	Valid
X2.2	0.741		0,1201	Valid
X2.3	0.814		0,1201	Valid
X2.4	0.792		0,1201	Valid
X2.5	0.769		0,1201	Valid
Training		0,839	0,6	Reliable
X3.1	0.776		0,1201	Valid
X3.2	0.835		0,1201	Valid
X3.3	0.855		0,1201	Valid
X3.4	0.820		0,1201	Valid
Performance Appraisal		0,743	0,6	Reliable
X4.1	0.776		0,1201	Valid
X4.2	0.835		0,1201	Valid
X4.3	0.855		0,1201	Valid
X4.4	0.820		0,1201	Valid
Organizational Commitment		0,721	0,6	Reliable
Y1.1	0.249		0,1201	Valid
Y1.2	0.202		0,1201	Valid
Y1.3	0.186		0,1201	Valid
Y1.4	0.199		0,1201	Valid
Y1.5	0.132		0,1201	Valid
Y1.6	0.159		0,1201	Valid
Y1.7	0.561		0,1201	Valid

Y1.8	0.599		0,1201	Valid
Y1.9	0.376		0,1201	Valid
Y1.10	0.612		0,1201	Valid
Y1.11	0.660		0,1201	Valid
Y1.12	0.635		0,1201	Valid
Y1.13	0.660		0,1201	Valid
Y1.14	0.721		0,1201	Valid
Y1.15	0.651		0,1201	Valid
Y1.16	0.584		0,1201	Valid
Y1.17	0.507		0,1201	Valid

This research uses value of r table based on the provisions for degree of freedom (df) = n-2 where n is the amount of sample used with 5% corrected item total correlation. The table above shows that all of r count value has total score more than r table value (0,1201). Thus, all questions in this research are valid.

The next data quality test conducted in this research is reliability test. This test is based on Cronbach Alpha Value. The questions considered reliable if an alpha test results show greater than 0,6. As stated in Table, the Cronbach alpha value of recruitment is 0,825; selection is 8,25; training is 0,839; performance appraisal is 0,743; and organizational commitment is 0,721. The result shows that all of the questions contained in the questionnaire of this study can be said as reliable because all variables have a Cronbach alpha coefficient that are greater than 0,6.

#### 4.3. Verification Statistics

##### a. Normality Test

Table 4.2. Result of Normality Data Test

Significances	Explanation
0,200	Normal

Table 4.2. shows the result of normality test using Kolmogorov-Smirnov. By comparing the significant value of  $\alpha = 0,05$ , it can be concluded the significant result is 0,200 and it is greater than significant value, then it is categorized as normal.

##### b. Multicollinearity Test

Table 4.3. Result of Multicollinearity Data Test

Variable	Tolerance Value	VIF	Explanation
Recruitment	0,932	1,073	No multicollinearity
Selection	0,838	1,194	No multicollinearity
Training	0,856	1,168	No multicollinearity

Performance appraisal	0,895	1,118	No multicollinearity
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The result of multicollinearity test in Table 4.3. shows that the tolerance value of recruitment, selection, training and performance appraisal is 1,073; 1,194; 1,168; and 1,118 which is less than 10. Thus, independent variables are free from multicollinearity symptoms or there is no multicollinearity between both of the independent variables.

c. Heteroscedasticity Test

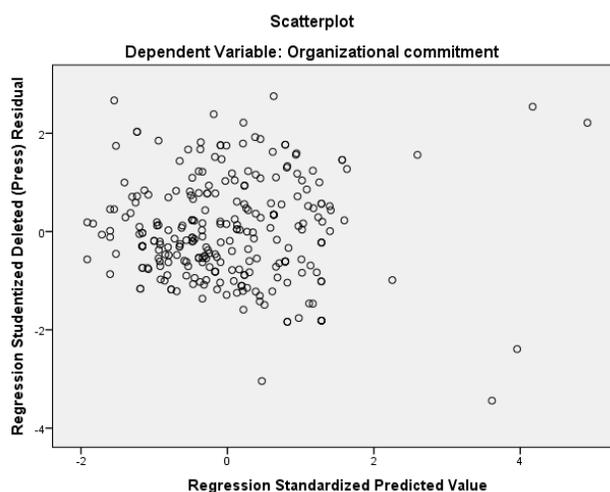


Figure 4.1. Scatterplot Figure

The scatter plot graph shows that there is no clear pattern and it is spread on the graph. Then, it can be stated that there is no heteroscedasticity.

**4.4. Hypothesis Testing Results**

Table 4.4. Multiple Linear Regression Result

Variable	Coefficient Regression (B)	t-count	Sig	Result
(Constant)	1,437	5,204	0,000	
Recruitment	0,176	4,101	0,000	Significant
Selection	0,194	4,279	0,000	Significant
Training	0,216	5,798	0,000	Significant
Performance Appraisal	0,157	3,546	0,000	Significant

#### **4.5. Discussion of Research Findings**

##### **a. The Influence of Recruitment on Organizational Commitment**

The data analysis reveals that recruitment has a positive impact on organizational commitment. It means that in both of the state-owned company which are PT PLN and PT Pertamina RU IV, recruitment give impact towards the organizational commitment positively.

This result is supported by the data analysis that had been conducted previously. Recruitment has 0,000 as the probability value that is less than 0,5. It shows that the influence of recruitment on organizational commitment is positive which is proven by the regression coefficient value of 0,176.

Furthermore, from the data analysis above, it is stated that the mean of recruitment is 4,494 which is categorized as a very high category. The highest mean of items in the recruitment is organization focuses on the internal recruitment with 4,543 by the question “Your organization focuses on internal recruitment”. Thus, from the hypotheses testing, H0 is rejected or H1 is accepted. This finding is also supported by the research conducted by Aldawan, et al (2015), that recruitment as part of human resource management practice have a significant impact on the employee’s commitment. More support is shown by the research conducted by (Bal, et al, 2014). In their study, it was found that there is a strong or medium relationship between recruitment and organizational commitment dimensions which is represented by the highest mean of selection itself by the 3,42 mean value.

##### **b. The Influence of Selection on Organizational Commitment**

Based on the data analysis, the result shows that selection has a positive influence on organizational commitment. The data analysis shows that H0 is rejected or H2 is accepted. Thus, it can be concluded that selection that is conducted in two state-owned companies which are PT PLN and PT Pertamina RU I positively influence their organizational commitment.

The result is supported by the probability value. The probability value for this variable is 0,000 which is less than 0,05. It means that there is an influence of selection on PT PLN and PT Pertamina RU IV organizational commitment. The direction of selection on organizational commitment is positive. This is proven by the result of regression coefficient value of the selection which is 0,194.

One of the question asked in the questionnaire is “The selection process is fair and justifiable” and the mean value of it is 4,502. It is categorized as very high category. In addition, the result is also supported by the previous study conducted by Janjua (2014). The data of the study gathered through questionnaires. The 250 questionnaires had been completed by the employees in Rawalpindi and Islamabad. The result of the research proved that fair selection positively influences employee organizational commitment. Another recent research conducted by Mahal (2012) showed one of the ten

variables which is selection influences the organizational commitment. In his research, he concluded that employees who are selected according to the job requirements have more organizational commitment.

c. The Influence of Training on Organizational Commitment

Training is the third independent variables tested in this study. The data analysis shows that there is an influence of training on organizational commitment. It can be concluded that this influence happened in both PT PLN and PT Pertamina RU IV. The influence is positive which is shown by its coefficient value. It means that selection has a positive influence on organizational commitment both in PT PLN and PT Pertamina RU IV.

The data analysis from this research shows that the t-count of training (4,360) is greater than the t-table. The probability value is 0,000 which is less than 0,5. It can be stated that there is an influence of training on organizational commitment in both state-owned companies which are PT PLN and PT Pertamina RU IV. The regression coefficient value is 0,216.

Furthermore, the researcher also found the positive influence of training on organizational commitment based on the mean of employee from both of state-owned companies. The mean of training is 4,371 which is categorized as a very high category. The highest mean of item in the training is “My organization offers access to training for me” which has mean value of 4,461. While the lowest mean from the training is “The training policies of your organization are favorable to you” with the mean value of 4,292. Both the highest mean and the lowest mean are still categorized in the high category.

The result from this research is supported by the research conducted by Ling, et al, (2014). Their research had a goal to provide theoretical analysis and empirical study between training and organizational commitment and it showed that training affects organizational directly. The next is supported by field research that was conducted by Bulut & Culha (2010) with 298 participants of four- and five-star hotels operating in Izmir, Turkey found that all dimensions of organizational training factor jointly affected the perceived organizational commitment. Moreover, another research found that training has a positive relationship on commitment. This research is conducted by Mutsoli, et al (2015) by distributing 118 questionnaires and were completed by 110 employees in Mumias Sugar Company.

d. The Influence of Performance Appraisal on Organizational Commitment

According to the data analysis conducted above, the performance appraisal as the fourth independent variable has proven to have a positive influence on organizational commitment. It can be concluded that this influence happened in both PT PLN and PT Pertamina RU IV. The influence is positive which shown by its coefficient value.

This result is supported by the data analysis that is conducted previously. Performance appraisal has 0,000 as the probability value that is less than 0,5. It means that the influence of recruitment on organizational commitment is positive which is proven by the regression coefficient value of 0,157.

The researcher also found positive influence of performance appraisal on organizational commitment based on the mean of employee from both of state-owned companies. The mean of performance appraisal is 4,339 which is categorized as a very high category. The highest mean of items in the performance appraisal is “The feedback I receive on how I do my job is highly relevant” with the mean value of 4,408.

Furthermore, this result is supported by Peter & Eunice (2014), who distributed 377 questionnaires to fifteen manufacturing organizations in Nigeria. One of the result found that performance appraisal is positively related to their commitment on organization. The result is also supported by a research by Neha & Himanshu (2015). They have conducted a research to find out the impact of performance appraisal on organizational commitment and job satisfaction. The research showed that the employees who are satisfied with the performance appraisal system of their organization are also satisfied with their job and are committed to their organization.

## **5. Conclusions and Recommendations**

### **5.1. Conclusions**

From the data analysis that has been conducted previously, it has been proven that all of the independent variables (recruitment, selection, training, and performance appraisal) tested in this research are positively influence the one and only dependent variables which is organizational commitment in PT PLN and PT Pertamina RU IV.

### **5.2. Recommendations**

Based on the conclusion, the researcher proposes a few suggestions:

1. It is recommended for both of the state-owned companies which are PT PLN and PT Pertamina RU IV to maintain all of the recruitment, selection, training and performance appraisal activities in order to keep the positive influence on organizational commitment.
2. It is recommended for the future possible studies to conduct a research in other or all of the state-owned companies in order to enrich the topics of this study since the different findings might possibly be found.
3. It is recommended for the next researcher who are interested in this topic to add more independent variables such as compensation or add more mediating variables such as performance to discover their effect toward employee’s organizational commitment.

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