

Human Resource Management Implementation and Its Impact on Employee Performance

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Abstract

This study aims to analyze the effect of the implementation of human resource management (HRDM) on employee performance at the Grobogan Regency DPRD Secretariat. The independent variables used are recruitment, training, and job evaluation, while the dependent variable is employee performance. The research approach used is quantitative with a causal associative design. The population of this study includes all employees of the Grobogan Regency DPRD Secretariat totaling 142 people, consisting of 37 ASN and 105 Non-ASN employees, all of which are used as a sample (census). Data were collected through questionnaires and analyzed using multiple linear regression analysis. The results of the study show that partially, recruitment, training, and job evaluation each have a positive and significant influence on employee performance. The model's predictive capabilities are very strong, shown by the Adjusted R Square value of 0.703, which means that 70.3% of employee performance variations can be explained by recruitment, training, and job evaluation.

Keywords: human resource management, recruitment, training, job evaluation, employee performance.

INTRODUCTION

Human Resource Management (HRDM) plays a crucial role in increasing the effectiveness and productivity of an organization, including in the public sector. In this modern era, organizational performance is highly dependent on the quality of human resources (HR). Therefore, the implementation of strategic and integrated human resources is a determining factor for success in achieving organizational goals (Pahira & Rinaldy, 2023). This study focuses on the Secretariat of the Regional House of Representatives (DPRD) of Grobogan Regency, a vital public institution in carrying out legislation, budgeting, and

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supervision functions at the regional level. The performance of employees at the DPRD Secretariat directly affects the smoothness and quality of services provided to council members and the community. The importance of this research lies in the urgency to examine how HR practices such as recruitment, training, and work evaluation are implemented and the extent to which their implementation contributes to improving employee performance.

Effective recruitment ensures that individuals with the appropriate qualifications and competencies are placed in the right positions, being the initial foundation for optimal performance (Titisari & Ikhwan, 2021) According to Pibriana (2020) Recruitment is a process that involves decisions planned by human resource management. This process is not just about filling vacancies, but it also focuses on finding candidates who best fit the company's long-term needs and goals. This process also involves efforts to fill vacant positions with sources of labor from within (internal) or outside (external) the organization. Recruitment includes a series of stages such as human resource identification and evaluation, determination of workforce needs, selection process, placement, and employee orientation.

Furthermore, continuous training and development are instruments to improve employees' skills, knowledge, and attitudes to remain relevant to the ever-evolving demands of work (Sutianingsih & Handayani, 2023) According to Suryani & Rindaningsih (2023)), training is an activity that aims to acquire, improve, and develop employee productivity potential. The goal is to produce employees who are more disciplined and have specialized skills and expertise. Through training, employees can be more effective in carrying out their duties, contribute more to the organization's goals, and be prepared for challenges in a dynamic work environment.

Finally, an objective and fair work evaluation serves as a tool to measure employee contributions, identify areas for improvement, and provide constructive feedback. Performance evaluation or appraisal is a tool that should be able to help employees and companies achieve their goals (Saputra & Rahmat, 2024) According to Rani & Mayasari (2015) performance appraisal functions as a communication tool for employees to see the results of their work, whether their targets are achieved or not, thus affecting their career success. In addition, performance appraisal standards are the responsibility of the company to set a standard that can improve employee performance.

LITERATURE ANALYSIS

Recruitment

In their definition of recruiting, Malik et al. (2023) state that it is the act of seeking for, evaluating, and ultimately selecting potential new workers for a business. Finding

qualified candidates to fill open jobs within a company or government agency is an important part of human resource management, according to Utamy et al. (2020), which follows the HR planning function. According to Potale (2016) recruitment is the process of finding qualified prospective employees in the number and type needed. According to Hasibuan in Simbolon (2018), the indicators of the variables of the recruitment process include: The basis of the source of employee withdrawal, the source of recruitment, the method of employee withdrawal.

Training

Employees' capacity to accomplish the desired outcome in the course of their work is directly correlated to the training they get. When people engage in training, they are enhancing their knowledge and abilities with the goal of achieving better performance in their chosen professions (Sutianingsih & Widodo, 2024). Training is a process of activities to equip employees with competence, knowledge and attitude (Pratiwi et al., 2022) According to Ivancevich in Pratikno & Sutianingsih (2023) training is an activity to improve employee performance efforts in current or future positions. In measuring training variables, this study uses indicators according to Mangkunegara (in Elizar, 2018), according to him training is divided into 5 indicators, namely as follows: instructors, training participants, methods, materials, training objectives.

Work Evaluation

According to Saputra & Rahmat (2024) performance evaluation or also known as work appraisal is a systematic process to assess and evaluate the performance of individuals or groups in a certain period. The main goal is to determine the extent to which individuals have succeeded in achieving the established work standards. Meanwhile, Wijayanti & Wimbarti (2012) define performance evaluation as the process of evaluating employee performance that is carried out periodically, where this process involves a series of steps to evaluate employee performance at a certain time. This assessment focuses on how well the employee performs the assigned tasks. Furthermore, Mangkunegara (2017) argues that work evaluation is an activity to compare the work results of employees with the standards that have been set, as well as provide feedback and suggestions for improvement. Several other experts such as Mondy and Noe (2011) and Mangkunegara (2014) also added other indicators that are more comprehensive, namely: presence and discipline, knowledge of work, initiative, responsibility, attitude and behavior.

Employee Performance

A worker's performance is the end product of his efforts while performing his job. As to the research conducted by Sugiarto and Sutianingsih Sutianingsih in 2025, performance may be defined as the tangible actions taken by each individual to accomplish their assigned tasks inside a company. Ability is just one factor in performance; opportunities and motivation also play a role (Nugroho & Sutianingsih, 2023). According to Dessler (2018), performance is defined as the extent to which workers are able to carry out and finish all of the duties that have been assigned to them. Performance evaluation, in his view, is a sum of an employee's job accomplishments and the skills they've demonstrated. According to Mangkunegara (2017), performance is the end result of an employee's efforts in meeting the quality and quantity standards set forth for them by their supervisors and colleagues. Professionals employ a set of quantifiable measures to objectively assess performance. According to Mangkunegara (2017), performance indicators may be seen through factors such as work amount, quality, timeliness, communication abilities, and collaboration.

METHODOLOGY

In order to determine what factors led to what outcomes, this research used a quantitative methodology. This method was selected due to its ability to gather quantifiable data that can be used for statistical analysis in order to evaluate previously established hypotheses. In the Grobogan Regency DPRD Secretariat, a causal associative study design was utilized to determine the relationship between employee performance and the independent variables of recruiting, training, and job assessment. The 142 persons that make up the population in this research are all workers of the Grobogan Regency DPRD Secretariat; 37 of these people are members of the State Civil Apparatus (ASN), and 105 are not. This study used a saturation sampling or census approach, where the whole population is sampled, due to the small and easily reachable population. This study will thus include all 142 staff members of the DPRD Secretariat in Grobogan Regency. All participants will be asked to fill out a questionnaire that will serve as the main data source for this study. To make sure the regression model is reasonable and not biased, we will run a series of tests to check for classical assumptions like normality, multicollinearity, and heteroscedasticity before we run the regression analysis. In order to evaluate the hypothesis, we will also conduct a determination coefficient (R^2) analysis to determine the combined effect of the independent factors on the dependent variables, as well as a t-test to determine partial impact and an F-test to determine simultaneous influence.

RESULTS AND DISCUSSION

Data Quality Test

1. Validity Test

The validity test is used to show the extent to which the measuring tool used in a study measures what should be measured. In other words, the validity test ensures that the questionnaire or other research instrument actually measures the variables to be studied and not other variables.

Table 1. Validity Test Results

Variabel	R hitung
Recruitment	0,784
	0,795
	0,637
	0,797
	0,842
Training	0,726
	0,749
	0,827
	0,833
	0,806
Work evaluation	0,760
	0,765
	0,819
	0,731
	0,759
Kinerja karyawan	0,751
	0,832
	0,832
	0,758
	0,859

All items utilized in this study questionnaire were determined to be valid based on the findings of the Validity Test, which are presented in Table 1. The generated r-value is compared to the r-value in the table to determine the validity of the question item. There were 142 participants in this study, and the corresponding table r-value is 0.165. If r counts

is more than r table, then the question item is legitimate according to the validity criterion. All four variables Recruitment, Training, Work Evaluation, and Employee Performance had r -values higher than 0.165, according to the supplied data.

2. Reliability Test

When measuring the same or comparable variables again and over again under the same conditions, reliability tests reveal how consistently and reliably a measuring device produces the same or comparable results. Methods like Cronbach's Alpha are commonly used in reliability testing to assess the internal consistency of scale items. In most cases, an instrument is considered dependable if its Cronbach's Alpha value is more than 0.70.

Table 2. Reliability Test Results

Variabel	Cronbach Alpha
Recruitment	0,825
Training	0,847
Work evaluation	0,825
Kinerja karyawan	0,864

From the results obtained, Cronbach's Alpha value for each variable shows a high number and far exceeds the minimum limit of 0.60. The Recruitment variable has a value of 0.825, Training 0.847, Work Evaluation 0.825, and Employee Performance 0.864. This high value indicates that the questionnaire used has excellent internal consistency. This means that if this study is repeated with different subjects, the same instrument will give consistent and stable results. Thus, the instruments used in this study can be trusted to collect accurate and consistent data.

Classic Assumption Test

1. Normality Test

To determine if the regression model's residual values follow a normal distribution, one might utilize the Normality Test. Because statistical inferences (such t -tests and F -tests) against regression coefficients could be rendered useless if the residual is aberrant, the assumption of residual normalcy is crucial.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		142
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.76822288
Most Extreme Differences	Absolute	.052
	Positive	.052
	Negative	-.048
Test Statistic		.052
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 3 shows the results of the Normality Test, which indicate that the data in this study follows a normal distribution. The Kolmogorov-Smirnov test was used to do this analysis by examining the value of Asymp. Sig. (2-tailed). The data is considered to have a normal distribution if the significance value is higher than 0.05, which is the requirement for the normality test. The value of Asymp is pulled from the database. We achieved a Sig. (2-tailed) of 0.200. With a value much higher than 0.05, we may conclude that the residual data fits the normalcy condition in this regression model. Thus, the regression model used is feasible to proceed with subsequent inferential statistical analysis, since the residual data do not show any significant deviation from the normal distribution.

2. Uji Multikolinieritas

In a regression model, the multicollinearity test determines if the relationships between the independent variables (predictors) are highly or perfectly linear. High multicollinearity can cause problems in estimating regression coefficients, such as large standard error values, non-theoretical coefficient marks, and difficulty interpreting the influence of individual independent variables separately. VIF (Variance Inflation Factor) value: $VIF < 10$ indicates the absence of serious multicollinearity. Tolerance Value: If the Tolerance > 0.10 , multicollinearity is not an issue.

Table 4. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Recruitment	.383	2.610
	Training	.445	2.249
	Work evaluation	.570	1.754

It is clear that this regression model is free of multicollinearity issues, according to the Multicollinearity Test findings shown in Table 3. The table shows that the Recruitment variable has a Tolerance value of 0.383, the Training variable a value of 0.445, and the Work Evaluation variable a value of 0.570. Clearly, none of these numbers are less than 0.10. Meanwhile, none of the three variables had VIF values more than 10, with 2,610, 2,249, and 1,754 respectively. Now that we know all the requirements are satisfied, we can use this regression model to examine the associations between variables; after all, we may conclude that the independent variables do not have a significant correlation.

3. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to check whether there is a variance in uniformity from the residual in a regression model. One of the methods used is the Glejser Test, which detects whether or not there is a difference in variance from residual from one observation to another.

Table 5. Heteroscedasticity Test Results

Model		t	Sig.
1	(Constant)	1.809	.073
	Recruitment	.345	.731
	Training	-.951	.343
	Work evaluation	.729	.467

Table 5 shows that the Heteroscedasticity Test did not find any difficulties with heteroscedasticity in this regression model. A significant level of 0.731 was found for the recruitment variable, 0.343 for training, and 0.467 for job evaluation, according to the

supplied table. None of these numbers are less than 0.05. Thus, it may be inferred that this regression model does not exhibit heteroscedasticity. Once this assumption is met, the regression model may be confidently employed for additional investigation.

Multiple Linear Regression Test

The purpose of this study is to determine the extent to which the independent factors (X1), training (X2), and job assessment (X3) affect the dependent variable (Y), which is employee performance. This is the equation for multiple linear regression (Ghozali, 2009): You can write it as $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$.

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.256	1.179	
	Recruitment	.540	.080	.503
	Training	.267	.073	.253
	Work evaluation	.204	.067	.184

Based on the results of the Multiple Linear Regression Test in Table 6, the influence of each variable can be partially narrated on employee performance as follows:

1. Employee performance will be -0.256 if the independent variables (i.e., recruiting, training, and job assessment) are zero or non-existent, as shown by a constant value (B) of -0.256. In performance theory, these negative numbers represent nothing, but statistically speaking, they show where the regression equation stops.
2. The second variable is recruitment, and its regression coefficient (B) is 0.540. Under the assumption that training and job assessment remain constant, this figure reveals that an increase of one unit in the recruiting variable will lead to a rise in employee performance of 0.540. Recruiting has a positive and statistically significant effect on worker productivity, as the coefficient's value is positive.
3. A regression coefficient (B) of 0.267 has been calculated for the training variable. Assuming the recruiting and job evaluation variables remain constant, this demonstrates that an increase of one unit in the training variable will lead to an increase of 0.267 in employee performance. Training does have a favorable effect on enhancing employee performance, as indicated by the positive coefficient.

4. A regression coefficient (B) of 0.204 has been calculated for the work evaluation variable. With the recruiting and training variables held constant, this indicates that a one-unit increase in the work evaluation variable will lead to a 0.204-unit improvement in employee performance. Employee performance is positively affected by work appraisal, as seen by this positive coefficient.

Hypothesis Test

1. T test

Assuming all other factors remain constant, the t-test (Partial Significance Test) is utilized in multiple linear regression analysis to assess the impact of each independent variable on the dependent variable.

Table 7. Test Results t

Model		t	Sig.
1	(Constant)	-.217	.828
	Recruitment	6.777	.000
	Training	3.672	.000
	Work evaluation	3.028	.003

t-test results for each variable

- Recruitment: The significance value for the recruitment variable is 0.000. This figure is smaller than 0.05, so it can be concluded that recruitment partially has a significant influence on employee performance. This shows that a good and effective recruitment process contributes significantly to improving employee performance.
- Training: The significance value for the training variable is also 0.000. Because this value is less than 0.05, training partially has a significant influence on employee performance. This confirms that the training program provided to individual employees plays a very important role in improving their abilities and performance.
- Work Evaluation: The significance value for the work evaluation variable was 0.003. This value is also smaller than 0.05, so it can be concluded that partial work evaluation has a significant influence on employee performance. This indicates that the assessment process and feedback provided through work evaluations motivate employees to work better.

2. F test

An important part of multiple linear regression analysis is the F test, also known as the Simultaneous Significance Test, which determines if all of the independent variables have a statistically significant impact on the dependent variables.

Table 7. Test Results t

Model		F	Sig.
1	Regression	112.059	.000 ^b
	Residual		
	Total		

It is clear from the F Test findings in Table 7 that the independent factors together impact the dependent variables in a substantial way. The table shows that the significance level is 0.000 and the F-value is 112.059. This number is significantly lower than 0.05, suggesting that the variables of recruiting, training, and job assessment all have a substantial impact on employee performance, either individually or in combination. Consequently, this regression model is viable.

3. Cohesion Determination Test

The Coefficient of Determination (R²) test is used to measure how much proportion of variation (diversity) in dependent (bound) variables can be explained or predicted by variations in independent (independent) variables in regression models.

Tabel 8. Hasil Uji Koefesien Determinasi

Model	R	R Square	Adjusted R Square
1	.842 ^a	.709	.703

It is clear from the Coefficient of Determination Test findings in Table 8 that independent factors have a considerable capacity to explain dependent variables. R Squared (R²) is 0.709, according to the data in the table. Recruiting, training, and performance reviews account for 70.9% of the variance in employee output at the DPRD Secretariat of Grobogan Regency, as shown in the figure. Other variables not accounted for in this research model accounted for the remaining 29.1% (100% - 70.9%). Some examples of such elements are pay rate, management style, office atmosphere, employee enthusiasm, and so on.

DISCUSSION

a. The Influence of Recruitment on Employee Performance

Based on the results of the analysis, it was found that the recruitment variable has a positive and significant influence on employee performance. The regression coefficient value of 0.540 and the significance value of 0.000 indicate that the hypothesis of this study is accepted. These findings are in line with human resource management theory which states that an effective recruitment process is the initial foundation in obtaining the best talent that suits the needs of the organization. When the Secretariat of the Grobogan Regency DPRD succeeds in recruiting individuals who have the right qualifications, competence, and motivation, they tend to show better performance. A strict and transparent selection process ensures that the selected employees have the potential to contribute to the maximum, thereby directly improving the overall performance of the organization.

b. The Effect of Training on Employee Performance

The results of the study also showed that the training variable had a positive and significant influence on employee performance, with a regression coefficient value of 0.267 and a significance value of 0.000. These results confirm that the training and development programs provided by agencies play an important role in improving employee competence and performance. Relevant and ongoing training allows employees to master new skills, update knowledge, and adapt to changing job demands. With the increase in individual abilities, their productivity and quality of work will also increase, which ultimately contributes to the achievement of the organization's goals. These findings reinforce the view that investing in training is an effective strategy for developing human resources.

c. The Effect of Work Evaluation on Employee Performance

The work evaluation variable was also proven to have a positive and significant influence on employee performance, as shown by the regression coefficient value of 0.204 and the significance value of 0.003. These results show that a structured and fair work evaluation system can be a powerful tool to motivate and direct employee behavior. Through work evaluations, employees get constructive feedback on their performance, know their strengths and weaknesses, and get direction for future improvement. This process creates accountability and encourages employees to continue to strive for higher work standards. With a clear evaluation, employees feel appreciated for their contributions, which in turn increases their enthusiasm and dedication to work.

CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis and discussions that have been conducted, this study concludes that the implementation of human resource management (HRM), especially through recruitment, training, and work evaluation, has a significant influence on employee performance in the Grobogan Regency DPRD Secretariat. Partially, each variable (recruitment, training, and job evaluation) was shown to make a significant positive contribution to improving individual performance. Furthermore, simultaneously or together, these three variables also significantly affect employee performance. This is reinforced by a determination coefficient (R^2) value of 0.709, which indicates that 70.9% of employee performance variations can be explained by this research model. The rest, 29.1%, was influenced by other factors that were not included in the scope of the study. Thus, it can be concluded that structured and integrated MSDM practices are the main key in optimizing the performance of human resources in the government work environment.

Based on the above findings and conclusions, several suggestions can be submitted to the Secretariat of the Grobogan Regency DPRD in an effort to improve the performance of its employees. First, the recruitment process must continue to be strengthened and refined. This can be done by updating the selection criteria to be more relevant to the demands of the job and ensuring transparency at every stage. Second, training programs need to be designed more specific and sustainable, focusing not only on improving technical skills, but also on developing *soft skills* such as communication, leadership, and teamwork.

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