



Recruitment, Compensation, and Leadership on Employee Performance with The Supervision of PT Garuda Indonesia's Airline

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Abstract

The reason of this think about is to decide the influence of a few factors counting Competency, Remuneration, and Authority on Worker Execution. The question of this think about is a permanent employee of PT. Garuda Indonesia Jakarta. The methods used are Descriptive and Simple Regression Methods are used to test hypotheses. Respondents included in this consider as many as 108 employees. This study used saturated sampling method and data collection was conducted using questionnaires. The results showed that Recruitment partially has an affect on Performance, Compensation partially has an affect on Performance, and Leadership partially has an affect on employee performance.

INTRODUCTION

Based on the existing phenomenon performance is still the most important issue for the company in advancing its business. Can be seen from the data in 2015-2018 PT. Garuda Indonesia experienced a decrease in performance. This can be explained from the decrease in employee attendance, proficiency and thoroughness in task completion as well as the lack of cooperation between work teams. Decreased performance can be caused by lack of motivation, undirected job description, or even putting someone incompatible with competence so that it does not work optimally. However, in this case the performance decreases due to the recruitment process which is not in accordance with the recruitment procedure. In addition, compensation is also one of the factors that affect performance. As well as other factors such as good work supervision done by superiors directly able to affect the performance of employees. Based on this, the author is motivated to take the title: "Recruitment, Compensation, And Leadership Towards Employee Performance With Pt Garuda Indonesia's Work Supervision at

PT. Garuda Indonesia. The formulation of problems in this study, among others: Whether recruitment affects the performance of employees at PT. Garuda Indonesia, Does compensation affect the performance of employees at PT. Garuda Indonesia, Does Leadership affect employee kienerja at PT. Garuda Indonesia.

PT Garuda Indonesia (TBK) is the only state-owned enterprise (SOE) engaged in Transportation and Delivery services whose purpose is to facilitate people to establish long-distance communication for personal and business affairs.

Before the development of technology, all kinds of communication services were conducted through PT. Garuda Indonesia (TBK) to handle all forms of correspondence for personal affairs, work affairs, intercity, inter-island and interstate conducted by the public.

After the development of technology, PT. Garuda Indonesia (TBK) has relinquished monopoly status to market share. It is stated in Law (UU) No. 6 of 1984 that in the life of the nation and the country the need to communicate needs to be served by the implementation of good transportation services. To achieve this goal and to

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protect the interests of the public, it is necessary to establish a legal basis that ensures the development of airlines.

Suryadharma (2016) research results at PT. BPR Sri ArthaLestari – Denpasar shows that the variables of leadership, compensation and satisfaction employee work has a positive and significant effect on performance employee. Leaders who provide opportunities for their employees in formulating company goals and providing fair incentives and transparent in accordance with the work performance achieved is known to be increase employee job satisfaction. Based on these findings it is necessary to make efforts to improve employee performance which can be done by conducting a focused and integrated effort and implemented consistently and continuously in order to achieve job satisfaction so that it can affect employee performance.

Kaid (2021) research design quantitative from 614 employees in public and private sectors in Qatar using partial Least Square technique. That confirmed effect the environmental concern, green human resource management and green leadership behavior. Green organizational culture was confirmed to have a significant positive relationship with employees' green behavior and organizational environmental performance. Green leadership behavior and employees that mediates with culture green organizational.

Aziz (2017) The approach used in this research was descriptive, and data were processed by using (SEM) technique. There were 105 samples in this study coming from the company. Based for literature Gab this Journal for Recruitment that impact to selection and then selection impact for performance employees. In These results indicate Recruitment can directly influences the performance employees. In this case INALUM Employess can increase the variables that need for corrected in the future.

In addition to the law NO. 6 Year 1984, PT. Garuda Indonesia (TBK) relinquished its monopoly status due to the emergence of competitors in similar fields, namely Lion Air, Sriwijawaya Air, Batik Air, Citilink, Nam Air so pt. Garuda Indonesia (TBK) is currently challenged by competition from private companies engaged in the same field.

This research uses PT. Garuda Indonesia (TBK) West Jakarta as a research object include: to decide the impact of Enlistment on the execution of PT workers. Garuda Indonesia (TBK) Jakarta; to decide the impact of remuneration on the execution of PT workers. Garuda Indonesia (TBK) Jakarta; To know the affect of leadership on the execution of PT workers. Garuda Indonesia (TBK) Jakarta.

Recruitment

Opinion of Mathis (2006) enlistment could be a prepare / activity taken by the organization in getting extra representatives through a few stages, counting recognizable proof and assessment of sources of labor withdrawal, deciding the needs of the workforce, selection process, placement, and orientation of the workforce. Meanwhile, according to Hasibuan (2009:40) recruitment is an effort to find and affect the workforce in order to apply for job openings in a company.

Hasibuan (2013:174) states that recruitment is an effort to find and affect the workforce, in order to apply for job openings in the organization. While the definition of recruitment according to Sikula in Yati (2012:33) explains "Recruitment including is the act or process of an organization attempting to obtain additional manpower for operational purpose. Recruiting involves acquiring further human resources to serve as instritusal inputs".

Lumban Gaol (2014:372) explains that recruitment is a series of activities that begin when a company or organization needs a workforce and open a vacancy until it gets the desired / qualified employee in accordance with the existing position or vacancy. Recruitment is essentially a process of determining and attracting applicants or candidates who are able to work in a company. This process begins when applicants are searched and ends when their applications are submitted.

Compensation

Dessler (2017) compensation is "All forms of pay or rewards going to employees and arising from their employment." Maria (2016) states that " Compensation refers to all financial bills and all nonmonetary items or advantages used to praise employees. "Satya (2017) Compensation Management is the process of developing and implementing strategies, policies, and compensation systems that help achieve the goals and retain the necessary people.

Thus, it can be said that compensation as a reward for the submission and delivery of the results of work or performance of employees to the organization, the organization provides compensation, service rewards, awards and income. Kadarisman (2016) said the importance of compensation for works was very influential to his behavior and performance

Same explained by (Sutrisno, 2009) leadership is the ability to affect others, through communication either directly or indirectly with the intention to move people so that with understanding, awareness, and pleasure willing to follow the will of the leader. According to Sunyoto (2012) leadership is any attempt by a person who tries to affect behavior or group, an attempt to af-

fect this behavior aimed at achieving individual goals, friend goals, Compensation refers to all financial bills and all nonmonetary items or advantages used to praise employees.

While according to Suwatno (2011) leadership is the act of motivating others or causing others to perform certain tasks with the aim of achieving specific goals. Authority is additionally an movement to influence the behavior of others or the craftsmanship of impacting human behavior both people and bunches. And one thing to keep in mind is that leadership doesn't have to be limited by bureaucratic rules or karmic systems. Leadership can happen anywhere, as long as one shows his ability to affect the behavior of others towards achieving a certain goal (Handoko, 2009).

According to Maria (2015) "Leadership is an affect relationship among leaders and followers who intend real changes and outcomes that reflect their shared purpose." According to Robbins and Peter (2017), "we define leadership as the ability to affect a group toward the achievement of a vision or set of goals." Hasibuan (2014) leadership is a way for a leader to affect subordinates to work together and work profitably to realize organizational object.

Employee Performance

According to Rivai (2015) Performance is a real behavior that is attached to each person as a work performance produced by employees in accordance with their role in the company. According to (Sinambela 2016, 481) states that "Performance is the result of work that can be achieved individually or institutionally which means that the performance is the final result obtained individually or in groups.

Cashmere (2016) simply understands performance is "The result of work and work behavior that has been achieved in completing tasks and responsibilities given in a given period."

Hypotheses Development

According to Mathis (2006) enrollment could be a prepare / activity taken by the organi-

zation in getting extra workers through a few stages, counting recognizable proof and assessment of sources of labor withdrawal, determining the needs of the workforce, selection process, placement, and orientation of the workforce. Meanwhile, according to Hasibuan (2009:40) recruitment is an effort to find and affect the workforce in order to apply for job openings in a company. Based on the description above, the first hypothesis is determined:

H1: Recruitment affects employee performance.

According to Hasibuan (2006:118) compensation is all pay within the shape of cash, coordinate or roundabout products gotten by representatives in return for administrations given to the company. Meanwhile, according to Handoko (2003:155) compensation is everything that employees receive in return for their work in the form of wages / basic salaries that employees receive on a monthly, weekly or hourly basis as a result of their work. Based on the description above, the second hypothesis is determined:

H2: Compensation affects employee performance.

In a company, leadership factors are essential to directing subordinates. According to Rivai and Dedy (2012), a leader's leadership to affect his subordinates to do his job to achieve the company's goals. A leader must have an authoritative and assertive attitude to carry out his leadership. It will indirectly encourage the motivation, creativity, participatory and loyalty of employees to complete and carry out the tasks that have been given to him. According to Thoha (2011), leadership as a series of activities to affect the behavior of other individuals. To measure leadership according to Rivai and Dedy (2012), there are five indicators, namely, (1) the ability to foster cooperation and good relations; (2) effectiveness capabilities; (3) participatory leadership; (4) the ability to delegate tasks and times; and (5) the ability to delegate duties and authorities.

H3: Leadership has a real impact on employee performance.

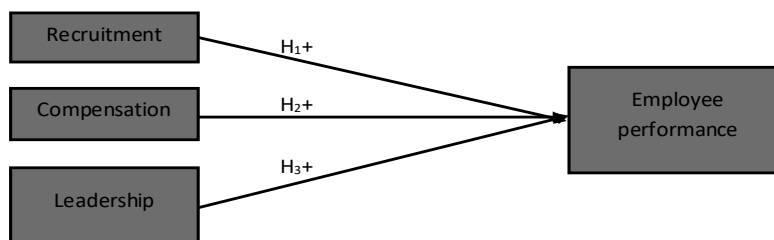


Figure 1. Theoretical Framework

METHODS

The object used in this study is PT. Garuda indoensia (TBK) Jakarta. This research was conducted on all permanent employees of PT. Garuda Indonesia (TBK) Jakarta. According to Sugiyono (2015, 148) population is a generalized region comprising of: objects / subjects that have a certain amount and characteristics set by analysts to be examined and after that drawn conclusions. The population in this study was employees of PT. Garuda Indonesia (TBK) Jakarta which numbered 108 people. The sample according to Sugiyono (2015, 149) is portion of the number and characteristics had by the populace. And the number of tests in this think about as numerous as 108 individuals.

While the non-probability sampling method used is saturated samples. According to Sugiyono (2015, 160) saturated samples are the determination of samples when individuals of the populace are utilized as tests. In this study, permanent employees are employees who have passed the probation and training period for 6 months at PT. Garuda Indonesia (TBK) Jakarta.

Recruitment is either human asset administration arranging choices around the number of representatives required, when required, and what criteria are required in an organization. Compensation is any form of financial or non-financial payment that aims to reward employees. Leadership is an ability that leaders have to affect and establish good relationships with subordinates in order to achieve the common goals of the organization. Performance is the result of work achieved by an individual or group within a company or organization.

Table 1. Variable Indicators

Variable	Indicator
Recruitment	1. Selection Process
	2. Placement
	3. Orientation
Compensation	1. Expertise
	2. Work Motivation
	3. Work Performance
Leadrship	1. Motivation
	2. Coordination
	3. Communication
Performance	1. Purpose
	2. Strandar
	3. Feedback
	4. Tools Or means
	5. Competency
	6. Motivation
	7. Opportunities

RESULT AND DISCUSSION

This is the characteristics of respondents obtained by researchers based on a sample of 108 respondents.

Table 2. Characteristics of Respondents by Age

		Fre- quency	Per- cent	Valid Per- cent	Cumu- lative Percent
Valid	19-25	9	14.5	14.5	14.5
	26-32	23	37.1	37.1	51.6
	33-39	19	30.6	30.6	82.3
	40-46	8	12.9	12.9	95.2
	47-53	3	4.8	4.8	100.0
Total	62	100.0	100.0		

Table 3. Characteristics of Respondents by Gender

		Fre- quen- cy	Per- cent	Valid Per- cent	Cumu- lative Per- cent
Val- id	Man	30	48.4	48.4	48.4
	Woman	32	51.6	51.6	100.0
	Total	62	100.0	100.0	

Table 4. Results of Recruitment Variable Validity Test

Variabel	Item	r table Df= n-2	r count	Infor- ma- tion
Recruit- ment (H ₁)	H ₁ -1	0.2500	0.766	Valid
	H ₁ -2	0.2500	0.798	Valid
	H ₁ -3	0.2500	0.661	Valid
	H ₁ -4	0.2500	0.684	Valid
	H ₁ -5	0.2500	0.732	Valid
	H ₁ -6	0.2500	0.696	Valid
	H ₁ -7	0.2500	0.703	Valid
	H ₁ -8	0.2500	0.682	Valid
	H ₁ -9	0.2500	0.688	Valid

Table 5. Compensation Variable Validity Test Results

Variabel	Item	r table Df= n-2	r count	infor- mation
Compen- sation (H ₂)	H ₂ -1	0.2500	0.698	Valid
	H ₂ -2	0.2500	0.676	Valid
	H ₂ -3	0.2500	0.865	Valid
	H ₂ -4	0.2500	0.843	Valid

Table 6. Leadership Variable Validity Test Results

Variabel	Item	<u>r table</u> Df= n-2	r count	Information
Competence (X ₃)	X ₃ -1	0.2500	0.821	Valid
	X ₃ -2	0.2500	0.868	Valid
	X ₃ -3	0.2500	0.914	Valid
	X ₃ -4	0.2500	0.915	Valid
	X ₃ -5	0.2500	0.930	Valid
	X ₃ -6	0.2500	0.845	Valid

Table 7. Employee Performance Variable Validity Test Results

Variabel	Item	<u>r table</u> Df= n-2	r count	Information
Employee performnace (Y)	Y-1	0.2500	0.554	Valid
	Y-2	0.2500	0.575	Valid
	Y-3	0.2500	0.601	Valid
	Y-4	0.2500	0.615	Valid
	Y-5	0.2500	0.619	Valid
	Y-6	0.2500	0.621	Valid
	Y-7	0.2500	0.514	Valid
	Y-8	0.2500	0.613	Valid
	Y-9	0.2500	0.517	Valid
	Y-10	0.2500	0.539	Valid

Table 8. Reliability Test Results

Variable	Sum Question	border Cronbach Alpha	Alpha Cronbach	Informations
Recruitment (X1)	9	0.6	0.872	Reliabel
Compensation (X2)	4	0.6	0.771	Reliabel
Leadership (X3)	6	0.6	0.943	Reliabel
Performance(Y)	10	0.6	0.756	Reliabel

Table 9. Correlation Coefficient and Determination Coefficient Test Results

Model	R	Adj. R ²
1	0.963	0.924

Based on the table above it can be known that the value of R is 0.963. Thus, it can be concluded that the level of independent variable relationship recruitment, Compensation, and Leadership has a very strong correlation to the dependent variable Performance because it is

between 0.80-0.999. Adjusted R Square Value (Adj. R²) was 0.924. Therefore, the variable variation of Recruitment, Compensation, and Leadership is 92.4% while the remaining 7.6% can be explained by other factors not found in this study

Table 10. ANOVA Test Results

Model	F	Sig.
Regression	249.277	0.000

In the table above it can be known that independent variables Recruitment, Compensation, and Leadership, have a significant value (Sig.) of 0.000. The table above also shows the value of F of 249.277 where the value > 2.76 (F table). Based on the critical value approach, the calculated F value $>$ table F means H_0 is rejected and H_a is accepted. This means that there is an effect of Recruitment, Compensation, and Leadership simultaneously on Performance on PT. Garuda Indonesia (TBK) in Jakarta.

Based on the coefficient table above it can be seen that the Compensation variable has a significant rate (Sig.) of 0.000 where the value is smaller than 0.05. Therefore Compensation has a significant affect on Performance in PT. Garuda Indonesia (TBK). The t value is 8.645, based on the critical value approach, the t-value counts $>$ the table t (2.00030) so that the calculated t value is in the H_a received area or h_a receiving area. Based on the coefficient table above, it can be seen that the Recruitment variable has a significant rate (Sig.) of 0.000 where the value is smaller than 0.05. Therefore Recruitment has a significant affect on Performance in PT. Garuda Indonesia (TBK) Jakarta. The t value is 8,703, based on the critical value approach, the t-value counts $>$ the table t (2.00030) so that the calculated t value is in the H_a received area or h_a receiving area.

Based on the coefficient table above it can be seen that the Variable Leadership has a significant level (Sig.) 0.000 where the value is greater than 0.05. Therefore, Leadership does not have a significant affect on Performance in PT. Garuda Indonesia (TBK) in Jakarta. The t value is 5,063, based on the critical value approach, the t-value count $<$ the table t (2.00030) so that the calculated t value is in the h_a received area or h_a receiving area.

CONCLUSIONS AND RECOMMENDATIONS

Here are the conclusions of this study: There is a significant recruitment affect on the Performance of PT Employees. Garuda Indonesia (TBK) Jakarta; There's a critical impact of Stipend on the Execution of PT Employees. Garuda Indonesia (TBK) Jakarta; There is a significant leadership affect on the Employee Performance of PT Garuda Indonesia (TBK) Jakarta. Respondents used in the study only 108 people, the variables studied were only Recruitment, compensation, leadership, and employee performance, researchers have limited time, cost and effort. De-

velop research variables and choose the type/field of the company or other division as the object of research; Expand the number of respondents to lower the level of errors in their research.

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