


## The Relationship Between Recruitment, Training, Organizational Commitment, and Job Satisfaction on Employee Productivity (Case Study at Kosasih Urip Clinic, Bandar Lampung)

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Article Info	ABSTRACT
<p><b>Keywords:</b> Recruitment, Training, Organizational Commitment, Job Satisfaction, Employee Productivity</p>	<p>This study aims to examine the relationship between recruitment, training, organizational commitment, and job satisfaction on employee productivity. A quantitative approach was employed, with data collected through questionnaires distributed to employees within the relevant sector. The results reveal that selective recruitment, effective training programs, and high levels of organizational commitment positively influence job satisfaction and significantly enhance employee productivity.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Gaeldeba Garaika University of August 17, 1945 Surabaya <a href="mailto:gagalucu12@gmail.com">gagalucu12@gmail.com</a></p>

### INTRODUCTION

Employee productivity is a key indicator of an organization's success in achieving its strategic goals. In the context of increasingly fierce business competition, companies... The Kosasih Urip Clinic in Bandar Lampung is required to have human resources (HR) who are not only competent but also highly committed to the organization. Quality HR is believed to be a key asset that can create sustainable competitive advantage. Therefore, management needs to seriously consider various factors influencing employee productivity, from recruitment and training to organizational commitment and job satisfaction (Mathis & Jackson, 2019).

At the Kosasih Urip Clinic in Bandar Lampung, the challenges facing the company are increasingly complex with the development of digital technology and changes in work patterns. Kosasih Urip Clinic employees are required to be more adaptive, creative, and productive so that the company can compete in the global market. Therefore, good human resource management, from recruitment and training to creating high levels of commitment and job satisfaction, is a strategic factor for organizational success (Handoko, 2014). Increasing employee productivity not only benefits the company but also positively impacts employee welfare and national economic growth. Based on this description, it is important to examine in more depth the relationship between recruitment, training, organizational commitment, and job satisfaction on employee productivity. This study is expected to provide theoretical and practical contributions to the development of human resource management in various industrial sectors. By understanding the relationships between these variables, the company Kosasih Urip Clinic Bandar Lampung can design more effective HR management

strategies to increase organizational productivity and competitiveness in the current era of global competition (Dessler, 2020).

Employee performance at the Kosasih Urip Clinic in Bandar Lampung plays a crucial role in supporting the success of organizations, both in the government and private sectors. As one of the largest cities in Sumatra, Bandar Lampung is a hub for economic, educational, and service activities that require high-quality human resources. Employee performance in this city is measured not only by achieving productivity targets, but also by aspects of discipline, work ethic, innovation, and the ability to adapt to technological developments. The organization at the Kosasih Urip Clinic in Bandar Lampung increasingly recognizes that improving employee performance must be balanced with an effective human resource management system, such as ongoing training, rewards, and competency-based assessments.

Furthermore, a conducive work environment and communicative leadership have been proven to increase employee motivation and loyalty. By addressing these aspects, companies and agencies in Bandar Lampung are expected to create a productive and professional workforce. Ultimately, improved employee performance at the Kosasih Urip Clinic in Bandar Lampung will impact the quality of public services and the competitiveness of the private sector, thereby driving sustainable regional economic growth.

## Literature Review

### Recruitment

Recruitment is the initial process in human resource management to attract potential applicants who meet job requirements and align with the organization's needs. Effective recruitment is not merely about filling job openings but also a strategic effort to attract the right talent so that the company can compete sustainably (Dessler, 2020). According to Mathis and Jackson (2019), recruitment is a series of activities designed to identify and attract competent and qualified candidates according to existing job descriptions. Appropriate recruitment enables organizations to acquire employees with skills, attitudes, and values that align with the organization's culture, thereby increasing productivity. Armstrong (2016) adds that modern recruitment must be data-driven and aligned with business strategy to ensure organizational sustainability. In this context, an appropriate recruitment process not only reduces turnover rates but also increases employee motivation and engagement from the beginning of the employment period. Thus, good recruitment quality plays a crucial role in achieving employee productivity across various industrial sectors (Handoko, 2014).

### Training

Training is a systematic effort to improve employees' knowledge, skills, and abilities to be more effective in carrying out their duties (Noe et al., 2021). A well-planned training program enables companies to prepare employees for technological changes, new work procedures, and increasingly competitive market demands. According to Luthans (2015), effective training not only improves technical competence but also increases employee motivation, positive attitudes, and self-confidence. Robbins and Judge (2019) also explain that training can influence work behavior, strengthen teamwork, and reduce the performance

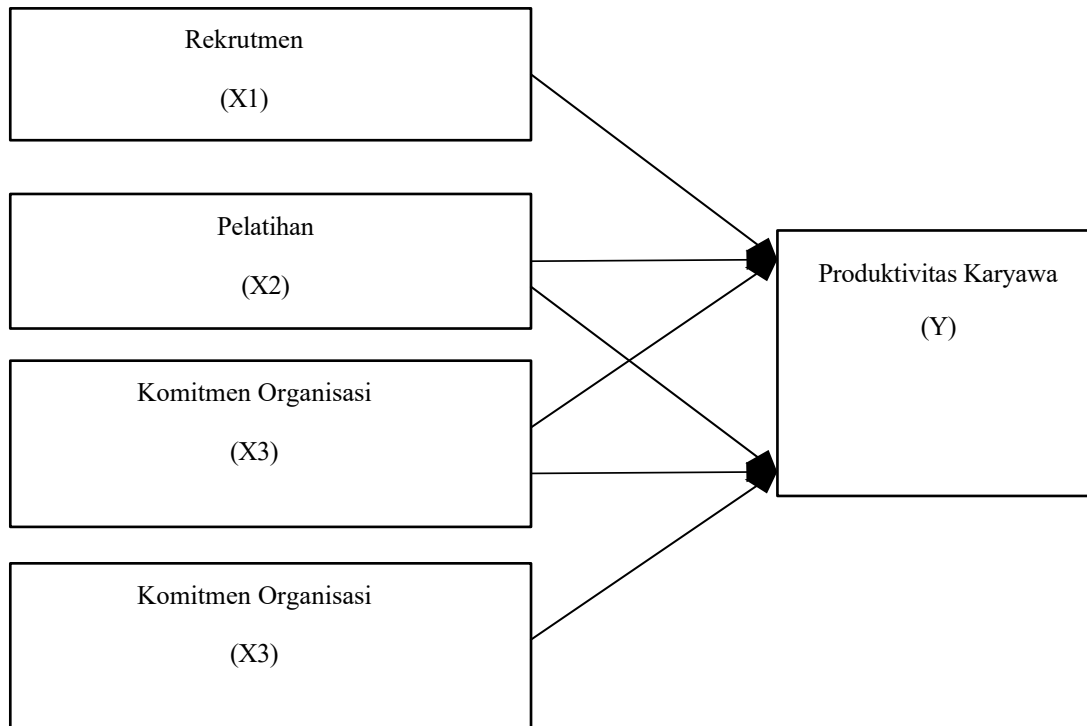
gap between new and existing employees. From a productivity perspective, appropriate training can improve output quality, work process efficiency, and workplace innovation. Armstrong (2016) states that training must be integrated with career development strategies for more sustainable results. Therefore, training serves as a long-term investment that not only enhances individual capabilities but also supports the achievement of overall organizational goals (Mathis & Jackson, 2019).

### **Organizational Commitment**

Organizational commitment is an employee's psychological attachment to an organization that encourages them to remain members and contribute optimally (Allen & Meyer, 1990). Strong commitment creates an emotional connection between employees and the organization, thereby increasing loyalty, motivation, and work engagement (Meyer et al., 2002). According to Robbins and Judge (2019), high organizational commitment has a positive impact on productivity because employees tend to exhibit extra-role behaviors, such as helping coworkers, maintaining work quality, and reducing absenteeism. Luthans (2015) also stated that organizational commitment consists of affective, normative, and continuance dimensions; all three influence the extent to which employees feel obligated and want to remain with the organization. Therefore, organizations need to create a supportive work climate, provide fair rewards, and provide career development opportunities to strengthen employee commitment (Armstrong, 2016).

### **Job satisfaction**

Job satisfaction refers to employees' positive feelings about their jobs, arising from their assessment of job characteristics, compensation, work environment, and relationships with superiors and coworkers (Robbins & Judge, 2019). Employees who are satisfied with their jobs tend to be more motivated, less absent, and have higher productivity than dissatisfied employees (Luthans, 2015). According to Mathis and Jackson (2019), job satisfaction is an important indicator in HR management because it is closely related to organizational behaviors such as commitment, performance, and employee retention. Armstrong (2016) adds that job satisfaction is influenced by intrinsic factors (e.g., job challenges, opportunities for self-development) and extrinsic factors (e.g., salary, job security, benefits). Research by Putra and Sari (2020) shows that job satisfaction acts as a mediating variable that strengthens the influence of training on employee productivity. This indicates that job satisfaction has a strategic contribution in increasing morale and work quality, thereby supporting the achievement of organizational goals (Dessler, 2020).



Source: Hanantoko (2017)

Picture 1 Framework Study

## RESEARCH METHODS

This research falls into the basic research category . Basic or pure research aims to discover new, previously unknown knowledge (Jujun S. Suriasumantri, 1985 in Sugiyono, 2019:13). The focus of this research is to examine and analyze the relationship between recruitment, training, organizational commitment, and job satisfaction on employee productivity. Therefore, the results of this study are expected to enrich the literature on human resource management, particularly regarding the factors that influence employee productivity. Kosasih Urip Clinic, Bandar Lampung.

The research method used is a quantitative method . According to Sugiyono (2019:16), a quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis. The type of quantitative research in this study, where according to Sugiyono (2019), quantitative descriptive analysis techniques are data analysis by describing or depicting the collected data as it is without intending to make generally applicable conclusions or generalizations.

The variables in this study were determined based on HR management concepts. According to Sugiyono (2019), a variable is anything in any form determined by the researcher to be studied to obtain information from which conclusions can be drawn. In this

study, there are independent (free) variables. And dependent variables . The independent variables used are recruitment, training, organizational commitment, and job satisfaction , while the dependent variable used is employee productivity . With this arrangement, the research is directed to test whether the four independent variables have a significant effect on the dependent variable.

The research population was all employees at the Kosasih Urip Clinic in Bandar Lampung, which was the focus of the study. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with a certain quantity and characteristics that have been determined by the researcher to be studied and ultimately drawn conclusions. The research sample is a subset of the number and characteristics found in that population. In this study,

The population consisted of 80 employees, while the number of samples taken according to the criteria using the purposive sampling technique was 6-7 employees . The purposive sampling criteria used included: employees with at least one year of service, staff or executive positions (not team , division, department, or company leaders), and direct involvement in operational processes related to company productivity. Purposive sampling itself is a sampling technique based on specific considerations or criteria.

## RESULTS AND DISCUSSION

**Table 1** Results Coefficient Determination (Adjusted R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565	0.319	0.285	2,584

Based on the results of the regression analysis in Table 2, the influence of the independent variables (recruitment, training, organizational commitment, and job satisfaction) on the dependent variable, namely employee productivity, can be seen. The test results indicate that the recruitment variable has a B coefficient of 4.544 with a t-value of 4.596. Although the significance value (Sig.) is not fully displayed in the table, the high coefficient and t-value indicate that recruitment has a positive effect on employee productivity. This means that the better the company's recruitment process, the higher the resulting employee productivity.

Variables The training coefficient B value was  $-0.323$ , with a t-value of  $-3.792$  and a significance level of 0.000. These results indicate that training has a significant negative effect on employee productivity. This suggests that the training program provided may not be appropriate to employee needs or that the training method used is ineffective, thus negatively impacting productivity. The very small significance value (0.000) confirms the statistically significant effect.

Furthermore, the organizational commitment variable has a B coefficient of 0.262, a t-value of 1.933, and a significance level of 0.058. These results indicate that organizational commitment has a positive but insignificant effect on employee productivity. This means that

even though employees are committed to the organization, its effect on productivity is not yet strong or statistically consistent.

Finally, the job satisfaction variable has a B coefficient of 0.491, a t-value of 3.267, and a significance level of 0.002. These results indicate that job satisfaction has a positive and significant effect on employee productivity. This means that the higher the level of job satisfaction experienced by employees, the greater their productivity.

The results of this study indicate that recruitment has a positive effect on employee productivity. This finding aligns with Mathis and Jackson's (2019) findings, which state that effective recruitment enables companies to attract employees with the skills and values that align with the organization, thus positively contributing to increased productivity. Effective recruitment from the outset will produce a workforce that is better prepared to adapt to job demands.

Meanwhile, organizational commitment had a positive but insignificant effect on employee productivity. These results indicate that even though employees feel a sense of attachment to the organization, this does not necessarily directly increase work productivity. This aligns with the findings of Meyer et al. (2002), who stated that organizational commitment does increase loyalty, but its impact on performance or productivity requires other supporting factors such as a reward system or career development opportunities.

Job satisfaction has been shown to have a significant positive effect on employee productivity. This finding supports the theory of Robbins and Judge (2019), which states that employees who are satisfied with their jobs will have higher motivation, lower absenteeism rates, and better work performance. High job satisfaction creates a conducive work environment, making employees more enthusiastic about completing their tasks.

Overall, the results of this study confirm the importance of HR management. The integrated Kosasih Urip Clinic in Bandar Lampung. Appropriate recruitment must be accompanied by tailored training programs, as well as efforts to foster high levels of commitment and job satisfaction to sustainably increase employee productivity (Armstrong, 2016; Mathis & Jackson, 2019).

## CONCLUSION

Based on the results of the analysis, this study concludes that a good recruitment process has a positive influence on employee productivity. Kosasih Urip Clinic, Bandar Lampung. These findings support Mathis and Jackson's (2019) view that appropriate employee selection and placement can improve output and work quality. Conversely, the training in this study had a significant negative impact on productivity. These results indicate a possible mismatch between training materials, methods, or timing and employee needs, resulting in decreased performance, as warned by Noe et al. (2021). organizational commitment variable in this study had a positive but insignificant effect on productivity. This indicates that commitment alone is not enough to boost employee productivity without the support of an adequate reward system and career development (Meyer et al., 2002). On the other hand, job satisfaction was shown to have a significant positive effect on employee productivity. This

finding supports the theory of Robbins and Judge (2019) that job satisfaction increases motivation, reduces absenteeism, and improves performance at the Kosasih Urip Clinic in Bandar Lampung. Based on these conclusions, several suggestions can be made, including: First, companies need to ensure that the recruitment process is conducted systematically, using competency criteria aligned with organizational needs, so that recruited employees truly possess the right skills and attitudes (Mathis & Jackson, 2019). Second, training programs should be designed based on needs assessment and use methods relevant to job characteristics so that training does not disrupt employee productivity and truly improves job skills (Noe et al., 2021).

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