THE EFFECT OF RECRUITMENT, SELECTION AND TRAINING ON THE PERFORMANCE OF MEETING THE QUALITY STANDARDS OF THE UNIQUENESS OF INTEGRATED ISLAMIC SCHOOLS MEDIATED BY ORGANIZATIONAL COMMITMENT

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ABSTRACT

This study aims to determine and analyze the effect of recruitment, selection, and training on the performance of meeting the quality standards of the uniqueness of integrated Islamic schools mediated by organizational commitment. This research included quantitative research. The population in this study was 160 employees of SIT Al Ishlah Gorontalo. The sample in this study was 110 people who were determined based on the sample table by Isaac and Michael. This study used a Structural Equation Model (SEM) approach with a measurement model using the Lisrel 8.80 program. The results of this study indicated that there is no influence between each recruitment and selection variable on organizational commitment or performance in fulfilling quality standards specific to SIT, there is an influence between training variables on organizational commitment and performance in fulfilling quality standards specific to SIT and there is an influence between each variable between each recruitment, selection and training variable on performance in fulfilling quality standards specific to SIT mediated by organizational commitment.

KEYWORDS	Recruitment, Selection, Training, Organizational Commitment, Employee Performance

INTRODUCTION

Education is the main pillar in nation building which functions to produce quality next generations. Zulkarnain (2023) (General Chairman of the Indonesian Integrated Islamic School Network) in his introduction in the fifth edition of the SIT Distinctive Quality Standards (2023) book said that the Integrated Islamic School (SIT) which was born in 1992 by carrying its big idea of moral education, without leaving the need for the development of science and skills seeks to realize a school model that combines the values of revelation with research results to become a single unit in learning. Thus, through this

school, it is hoped that a comprehensive, academically and mentally qualified student profile will be born.

The National Education Standard aims to ensure the quality of national education in order to educate the nation's life and shape the character and civilization of a dignified nation. In order to achieve this goal, Government Regulation of the Republic of Indonesia Number 19 of 2005 concerning National Education Standards, stipulates the scope of eight standards that must be met in carrying out education. The eight standards in question include: content standards, process standards, graduate competency standards, educator and education personnel standards, facilities and infrastructure standards, management standards, financing standards, and educational assessment standards (Joen, 2022)

The Distinctive Quality Standards of Integrated Islamic Schools are a special identity as well as a differentiator from schools in general, which is presented as a complement to the National Education Standards (SNP). Fulfillment of this distinctive quality standard is a challenge for every SIT throughout Indonesia, because it requires commitment and good performance from all components in the education unit, especially teachers.

Based on the results of the 2022 Programme for International Student Assessment (PISA) announced on Tuesday (5/12/2023), globally, the scores of 15-year-old students' math, reading, and science skills in 81 countries have decreased, including in Indonesia. In the report, it is read that the 2022 PISA reading score decreased by 12 points to 359 from 2018 with a score of 371. Mathematics dropped 13 points to 366 from 379. Meanwhile, science science fell 13 points to 383 from the previous 396. In fact, in the 2024 National Medium-Term Development Plan (RPJMN) (Kompas.com), Indonesia has set a target score of 392 in reading, 388 in mathematics and 402 in science.
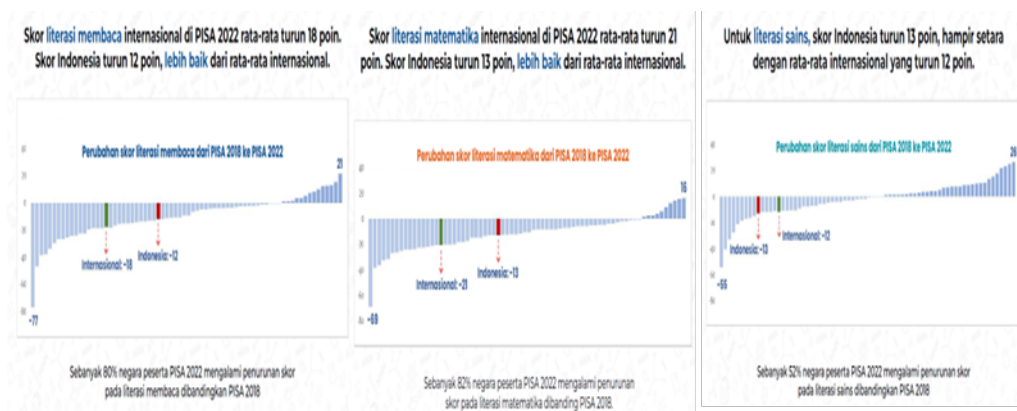

Figure 1. Indonesia's reading, math and science proficiency scores based on the results of PISA 2022

The data above gives a clear picture that the quality of education in Indonesia is currently still low and has not met expectations. And this is what demands the need for optimal performance from a teacher.

More specifically from the description above, (kemendikbud.go.id) released the 2023 Indonesian education report card with the results of learning quality that illustrates that teacher performance is still in a moderate or not good position, even though it is stated to have improved compared to the previous year, as follows data
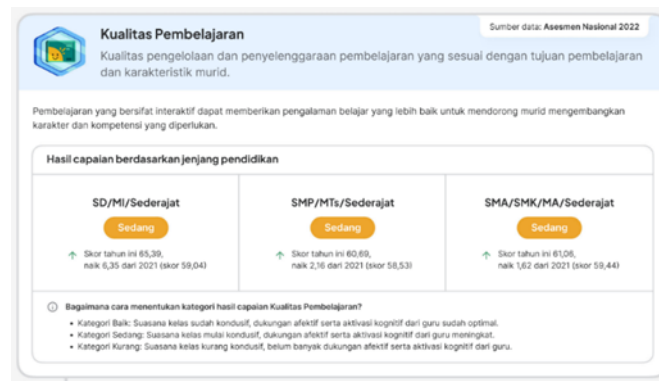
Figure 2. The quality of learning in Indonesia in the education report card of the Ministry of Education and Culture

This picture is in accordance with the observation of Harun (2016:8) who stated that some SITs are said to still lag behind in terms of the quality of education. For example, inadequate qualifications and competencies of human resources.

Human resource management is a very important element in the development and improvement of company activities. Human resources are needed in order to support various activities in the company. With quality human resources, companies will certainly be able to compete with other companies in order to improve their business activities (Megawati et al, 2022:114).

Recruitment and selection is one of the functions of human resource management (HRM). The process and results of selection activities are related to and affect the processes and results of other functions of HR management which include: payroll management, performance appraisal management and especially training and development management (Kristanti, 2023).

According to Ningsih (2021), one of the main keys in creating professional Human Resources (HR) lies in the process of recruitment, selection, training and development of prospective workers. Finding a professional and qualified workforce is not easy. It is an obligation in an organization and companies to screen new members or workers. For this reason, labor recruitment is needed to screen applicants who want to apply. In an organization, this recruitment is one of the important processes in determining whether the applicant will apply to the organization or not.

Several studies have shown that recruitment has a significant positive impact on employee performance. For example, Arviana and Ruswidiono (2022:61), in an article entitled The Influence of Recruitment, Selection and Training on Employee Work Productivity at PT SHF concluded that "recruitment has an effect on the productivity of PT SHF employees".

The same thing was stated by Dzahabiyyah (2022), that partially, the recruitment process has a positive and significant effect on employee performance, and selection has a positive and significant effect on employee performance. Simultaneously, the recruitment and selection processes have a positive and significant effect on employee performance.

Recruitment is a process of finding, organizing, finding and attracting applicants to be employed in an organization. In essence, recruitment and selection are an organization's effort to find prospective employees who can support the organization in achieving the goals to be achieved. Prospective workers to be recruited can be taken from within the organization or from outside the organization. Recruitment of workers from within is usually carried out by organizations/companies that have been running for a long time and have a good career system. Recruiting workers from within has advantages, including being

inexpensive, promotion from within can maintain employee loyalty and dedication, and does not require a long adaptation period, because they are used to the existing atmosphere. However, hiring from within also means a restriction on the talent that is actually available to the organization and reduces the opportunity for new ideas to enter (Qomariah, 2020).

Selection is a follow-up activity to the recruitment that has been carried out previously. This means that the results of the recruitment carried out by the company are then selected to determine which ones are feasible or meet the expected qualifications or meet the requirements that have been set. To select employees who meet the requirements that have been set, stages of selection are required. With the selection of employees after going through the selection stage, there will be a workforce that is willing and able to work according to their field of work. The selection process will also obtain employees who will obey the rules and be loyal to the company (Priyadi, 2022:50).

The above is evidenced by several previous researchers, for example Dzahabiyyah (2022) stated that partially, the recruitment process has a positive and significant effect on employee performance, and selection has a positive and significant effect on employee performance. Simultaneously, the recruitment and selection processes have a positive and significant effect on employee performance.

Similarly, Megawati, et al (2021:114) said that the results of the study showed that job satisfaction, selection and training had a positive and significant effect on performance with a ratio of 22.4%.

However, another study mentions the opposite fact, that selection has no effect on work productivity at PT SHF (Arviana and Ruswidiono, 2022:61). Likewise, the results of Irwanti (2021) research stated that recruitment affects employee performance variables at PT. Total Logistics. However, the Selection has no effect on employee performance at PT. Total Logistics.

In addition to recruitment and selection, what is no less important in HR management is training. Training is the act of informing or instructing employees to perform certain tasks and help participants improve their performance or knowledge. Employees are enhanced in knowledge and in development, to develop a total personality. Training prepares employees to use new technologies, function in new work systems such as virtual teams, and communicate and collaborate with colleagues or customers who may come from different cultural backgrounds (Rahadi R., 2023).

Gutara, et al (2021:73) stated in the journal of their research results that training has a significant influence on teacher performance. Work motivation has a significant influence on teacher performance. Professional competence has a significant influence on teacher performance. Training, work motivation, and professional competence together have a significant influence on teacher performance with the influence of these three variables of 70% of the R score or determination coefficient of 0.700.

The same thing was conveyed by Megawati, et al (2021:114). They presented the results of the study which showed that job satisfaction, selection and training had a positive and significant effect with a coefficient (in this case employee performance at PT Ori Ginalnest Indonesia) with a ratio of 22.4%.

The relationship between training and improving the quality of employee performance mediated by motivation variables has a significant positive effect. These results indicate that the better the quality of training and motivation given to employees, the better the quality of employee performance. This means that the mediation testing relationship does not have a full effect or is called partial mediation. So that the motivation variable acts as a partial control (Misaroh, 2022:113).

Data from the Ministry of Education, Culture, Research and Technology (Kemendikbud Ristek) shows that in 2022-2023 Indonesia has as many as 3.3 million

teachers in public schools. However, in 2024 Indonesia will experience a shortage of 1.3 million teachers due to the large number of teachers who retire. In addition, the teaching profession is less popular with the younger generation, so this has the potential to cause an emergency shortage of teachers in Indonesia. This was explained by the Director General of Teachers and Education Personnel, Prof. Nunuk Suryani (Kompas.com, 05/09/2023). This will certainly require a recruitment, selection, and training process later. A recruitment process that understands the needs of selection and training will create a seamless continuity, where teachers are not only qualified at the beginning but also continue to evolve over time. In the end, the teacher's performance is a good final impact. As stated by the head of the Quality Assurance division of JSIT Indonesia in the Gorontalo region, Maya Saleh, M.Pd on the occasion of a meeting to prepare the 2023 work program plan that "with good recruitment, wise selection, and continuous training, teacher performance not only achieves the set education quality standards but also becomes a driving force to continue to improve the quality of education".

Performance is a process of how temporary work management takes place to lead to success. Performance or called performance, the acquisition of work achievements and the achievement of work results, both individually, in groups and organizations, synergize with each other to connect a series of organizational or company activities in 2 implementing strategies to develop a feedback system with various performance capabilities that have been designed previously (Rumawas, 2021).

Performance in the Great Dictionary of Indonesian (online) is defined as an achievement or achievement that someone has done or obtained (KBBI, 2023).

Syarwani, et al. (2018:8) explained that "teacher performance is related to teaching or learning tasks, then the teacher's teaching performance is the result achieved by the teacher in providing various knowledge and technology that are useful for students according to their thinking development". Teacher performance is related to teaching or learning tasks, so teacher teaching performance is the result achieved by teachers in providing various knowledge and technology that is useful for students according to the development of their thinking. This opinion illustrates the importance of the role of a teacher for the achievement of educational quality, as stated by Yunus (2016:113) teachers are educational implementers who have an important role in achieving educational success. Therefore, it must get central, first, and primary attention (Lailatussaaadah 2015:15-25).

In order to get professional and qualified teachers, Integrated Islamic Schools (SIT) that apply an implementation approach that combines general education and religious education into one curriculum Zahri (2017) set the standards of teachers and education personnel to be one of the determinants of the quality of education from the nine quality standards of SIT specialties compiled by the Quality Assurance Team of the Integrated Islamic School Network (JSIT) and used as a reference for quality standards by all SITs in Indonesia. Referring to Government Regulation No. 57 of 2021 and perfecting its definition, the SIT teacher standard is the minimum criterion for competence and qualifications possessed by SIT educators to carry out their duties and functions as role models, learning designers, facilitators, and motivators of students (Muhab, 2023).

SIT Al Ishlah, which is the place of research, is an educational institution under the auspices of the Al Ishlah Foundation with a total of five units of education levels from PAUD to Integrated Islamic High School. This SIT has a safe, comfortable, and conducive learning environment that can support the development of knowledge, hone skills, and form a good learning attitude from students. The educational environment is designed in accordance with educational goals that students can use as learning resources and socialization laboratories. Active mentoring from teachers is carried out when students interact to ensure that the student socialization process runs as expected.

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The educational unit, most of which has been and will be accredited by the National Accreditation Board for Schools/Madrasah (BAN S/M) Province, is still continuing to improve in all respects by being guided by the Quality Standards of the Uniqueness of Integrated Islamic Schools (SIT) published by the Indonesian Integrated Islamic School Network (JSIT) by combining 8 National Education Standards (Graduation Standards, Content, Process, assessment, teachers and education personnel, infrastructure, management and financing standards) plus 1 SIT distinctiveness standard, namely student development standards. In addition, the institution also continues to improve the quality of human resources by recruiting young and empowered teachers and education personnel with educational qualifications that meet their needs and cooperation with other strategic institutions such as JSIT reference schools, public and private campuses inside and outside the region, JSIT reference Qur'an institutions such as the National Qur'an House (RQN) and the Qur'an Education Development Agency (BP2Q) which learn the method of reciting the Qur'an 'Ilman Wa Ruuhan (IWR). This is what then makes this educational institution gain recognition in the community.

However, from the results of the 2023 Al Ishlah Gorontalo Foundation Quality Assurance Institute work program report, it can be seen that the results of teacher performance are still less than expected, as described in the following quality report card;

RAPOR MUTU UNIT 2023

11 STANDAR MUTU	PPIT	RAT	MIT	MTST	SMAIT	KET
SKL	100	95	73	76	64	91-100 : A
ISI	90	100	100	85	85	81-90: B
PROSES	100	93	97	87	83	71-80 :C
PENILAIAN	92	100	92	82	74	<-70 D
TENDIK	95	77	99	88	71	
PAI	-	-	100	83	58	
PEMB.PESDIK	-	-	88	76	48	
SASPRAS	87	87	89	71	36	
PENGELOLAAN	98	93	98	97	85	
PEMBIAYAAN	75	86	94	97	78	
KERJASAMA	78	96	84	49	51	
TOTAL	815	827	1014	891	733	
Rata2 Nilai	91	92	92	81	67	

Figure 3. SIT Al Ishlah Gorontalo Quality Report Card in 2023

The data shows that teachers who meet the quality standards of SIT distinctiveness are still far apart and this is partly influenced by the weak organizational commitment to each individual teacher.

From the description above, the author is interested in conducting research in this topic with the title The Influence of Recruitment, Selection and Training on the Performance of Fulfilling the Quality Standards of the Distinctiveness of Integrated Islamic Schools Mediated by Organizational Commitment.

Despite extensive research on recruitment, selection, and training, there remains a notable gap in understanding how these human resource practices affect organizational performance in the context of Integrated Islamic Schools (SIT). Specifically, while much has been said about the direct relationship between recruitment, selection, and training on employee performance, there is limited research addressing the mediating role of organizational commitment in educational settings, particularly at Islamic schools like the SIT Al Ishlah Gorontalo. Moreover, there is a lack of studies examining how the

combination of these factors influences the performance of teachers in meeting quality standards specific to these educational institutions.

This study introduces a novel approach by integrating recruitment, selection, and training with organizational commitment as a mediating variable to assess performance in meeting the quality standards of SIT. While previous research has focused on individual aspects like recruitment or training, this study provides a comprehensive examination of how these HR practices, when combined, influence employee performance through organizational commitment. The exploration of organizational commitment as a mediator in this context is an innovative contribution, especially in educational institutions where the alignment of human resource practices with performance standards is crucial.

The primary objective of this study is to analyze the effects of recruitment, selection, and training on the performance of teachers in meeting the quality standards specific to Integrated Islamic Schools, with a focus on the mediating role of organizational commitment. By doing so, the research seeks to understand how these HR processes impact the overall quality of education in SITs and how organizational commitment can enhance the effectiveness of recruitment, selection, and training in meeting educational goals.

This research offers valuable insights into the relationship between recruitment, selection, and training, and how these practices influence teacher performance in fulfilling quality standards in Integrated Islamic Schools. The findings are particularly beneficial for educational leaders and HR managers in SITs, providing them with a framework to improve recruitment strategies, selection processes, and training programs. By understanding the mediating role of organizational commitment, this study also helps schools create more committed, motivated staff, leading to enhanced educational outcomes and a stronger alignment with the distinctive quality standards of SITs.

RESEARCH METHODS

This study used a quantitative method, which was a research intended to reveal symptoms holistically-contextual through data collection from natural settings by utilizing the researcher as a key instrument. Quantitative research was descriptive and tends to use inductive approach analysis. The process and meaning (subject's perspective) were more highlighted in qualitative research. Quantitative research was more prominently arranged in the form of a narrative that is creative and in-depth and shows naturalistic characteristics that are full of authentic values. Quantitative research is research that focuses on measuring and analyzing the cause-and-effect relationship between various variables, not the process, the investigation is seen as being in a value-free framework (Priadana Denok, 2021).

This study took the population of employees in SIT Al Ishlah Gorontalo as many as 160 people using the determination of the number of samples based on the table Isaac and Michael (1995) as shown in the following figure;

**TABEL PENENTUAN JUMLAH SAMPEL ISAAC DAN MICHAEL
UNTUK TINGKAT KESALAHAN 1%, 5%, DAN 10%**

N	s			N	S			N	s		
	1%	5%	10%		1%	5%	10%		1%	5%	10%
10	10	10	10	280	197	155	138	2800	537	310	247
15	15	14	14	290	202	158	140	3000	543	312	248
20	19	19	19	300	207	161	143	3500	558	317	251
25	24	23	23	320	216	167	147	4000	569	320	254
30	29	28	27	340	225	172	151	4500	578	323	255
35	33	32	31	360	234	177	155	5000	586	326	257
40	38	36	35	380	242	182	158	6000	598	329	259
45	42	40	39	400	250	186	162	7000	606	332	261
50	47	44	42	420	257	191	165	8000	613	334	263
55	51	48	46	440	265	195	168	9000	618	335	263
60	55	51	49	460	272	198	171	10000	622	336	263
65	59	55	53	480	279	202	173	15000	635	340	266
70	63	58	56	500	285	205	176	20000	642	342	267
75	67	62	59	550	301	213	182	30000	649	344	268
80	71	65	62	600	315	221	187	40000	563	345	269
85	75	68	65	650	329	227	191	50000	655	346	269
90	79	72	68	700	341	233	195	75000	658	346	270
95	83	75	71	750	352	238	199	100000	659	347	270
100	81	78	73	800	363	243	202	150000	661	347	270
110	94	84	78	850	373	247	205	200000	661	347	270
120	102	89	83	900	382	251	208	250000	662	348	270
130	109	95	88	950	391	255	211	300000	662	348	270
140	116	100	92	1000	399	258	213	350000	662	348	270
150	122	105	97	1100	414	265	217	400000	662	348	270
160	129	110	101	1200	427	270	221	450000	663	348	270
170	235	114	105	1300	440	275	224	500000	663	348	270
180	142	119	108	1400	450	279	227	550000	663	348	270
190	148	123	112	1500	460	283	229	600000	663	348	270
200	154	127	115	1600	469	286	232	650000	663	348	270
210	160	131	118	1700	477	289	234	700000	663	348	270
220	165	135	122	1800	485	292	235	750000	663	348	270

Figure 4 Table of Determination of Isaac and Michael sample numbers

Based on the table above, with an estimated error rate of 5%, the sample used in this study is 110.

Data analysis is the simplification of data into a form that is easier to interpret. The data analysis used by the author in this study aims to answer all the questions listed in the problem identification. Data analysis Mulya (2024) is one of the research activities in the form of a data preparation and management process to interpret the data that has been obtained.

According to Sugiyono (2016:147), what is meant by data analysis techniques is: "Activities after data from all respondents or other data are collected. The activities in data analysis are: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the formulation of problems, and performing calculations for hypotheses that have been proposed".

The measurement scale is an agreement that is used as a reference to determine the length of the interval in the measuring instrument, so that the measuring tool when used in measurement will produce quantitative data.

In this study, the author uses a Likert scale. The likert scale is a scale that is based on the sum of the respondents' attitudes in responding to statements related to the indicators of a concept or variable being measured. In using this likert scale, respondents are asked to express strongly agree, agree, neutral, disagree, and strongly disagree with each statement, the likert scale usually uses five dots with a neutral label in the middle position (three).

This likert scale is the most widely used therefore more popular than others, an example of a likert scale as shown in the following image;
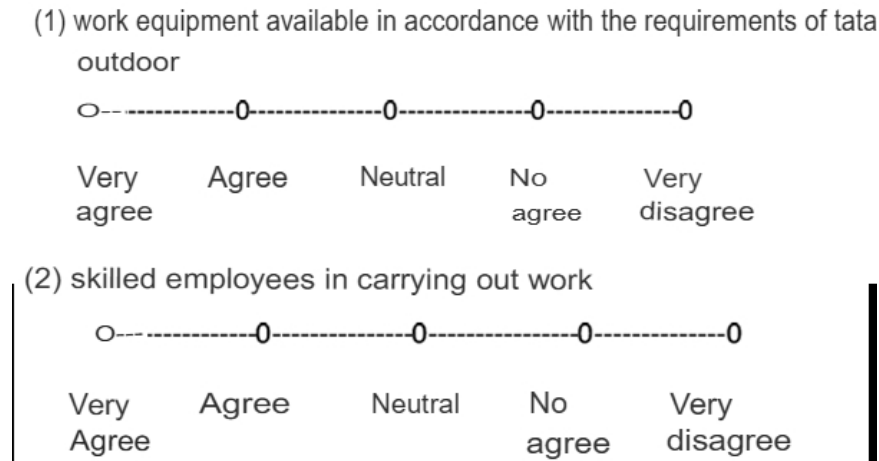

Figure 5 example of a likert scale (Abdullah M., 2015)

With the Likert scale, the variables to be measured are described as variable indicators. Then the indicator is used as a starting point to compile the question items in the instrument.

RESULT AND DISCUSSION

Analysis of Research Results

This study used Structural Equation Modeling (SEM) analysis. The software used for this study was LISREL 8.80 Student Edition (July 2006) by Karl G. Jöreskog & Dag Sörbom. The theoretical model that has been depicted on the path chart will be analyzed based on the data obtained.

1. Measurement model fit test

The measurement model fit test is a validity and reality test carried out with the aim of testing whether the variable of the indicator used is really significant in reflecting the construct variable or latent (convergent validity).
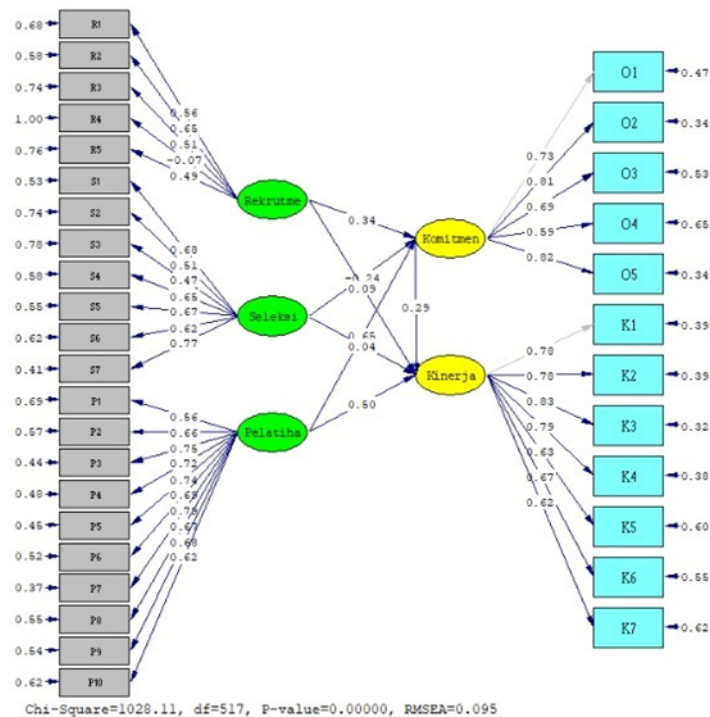
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Chi-Square=1028.11, df=517, P-value=0.00000, RMSEA=0.095

Figure 6 Fit Model Measurement Fit Test
Source : Results of SEM Data Processing using Lisrel 8.8, 2024

Some of the sizes to be tested are as follows:
a. Size of Standardized Loading Factor (SLF)
b. Size of Consturct Realibility (CR)
c. Size of Average Variance Extracted (AVE)

Good convergent validity is shown by a high Standardized Loading Factor (SLF) value. Hair (2010:678) suggests an SLF value ≥ 0.5. The size of Construct Reality (CR) is also a determining indicator that shows whether or not the nature of convergent validity is good. The CR value ≥ 0.7 is good reliability, while the CR between 0.6 and 0.7 is acceptable reliability, with the note that the indicator variables show good validity. The size of CR is calculated by

$$CR = \frac{\left(\sum_{i=1}^{n} SLF_i\right)^2}{\left(\sum_{i=1}^{n} SLF_i\right)^2 + \left(\sum_{i=1}^{n} e_i\right)}$$

Meanwhile, Hair (2010:678) stated that the AVE value ≥ 0.5 shows adequate convergence. The size of the average variance extracted (AVE) is calculated by the following formula.

$$AVE = \frac{\sum_{i=1}^{n} SLF_i{}^2}{\sum_{i=1}^{n} SLF_i{}^2 + \sum_{i=1}^{n} e_i}$$

Table 1. SLF value based on the indicator of each Latent variable

Variable	Indicator	Standarized Loading Factor (SLF)
Recruitment	R1	0.56
	R2	0.65
	R3	0.51
	R4	-0.07
	R5	0.49
Selection	S1	0.68
	S2	0.51
	S3	0.47
	S4	0.65
	S5	0.67
	S6	0.62
	S7	0.77
Training	P1	0.56
	P2	0.66
	P3	0.75
	P4	0.72
	P5	0.74
	P6	0.69
	P7	0.79
	P8	0.67
	P9	0.68
	P10	0.62
Commitment	O1	0.73
	O2	0.81
	O3	0.69
	O4	0.59
	O5	0.82
Performance	K1	0.78
	K2	0.78
	K3	0.83
	K4	0.79
	K5	0.63
	K6	0.67
	K7	0.62

Source : Results of SEM Data Processing using Lisrel 8.8, 2024

Based on the results in the table above, it can be seen that most of the SLF values of each indicator > 0.5. This shows that good convegent validity has been achieved in terms of SLF size.

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Furthermore, in the next table, the results of validity testing based on average variance extracted (AVE) and reality testing based on construct reliability (CR) are presented.

Tabel 2 Uji Contruct Reliability (CR) dan Validitas Average Variance Extracted (AVE)

Indicator	SLF	Error	Total Error	Total SLF	Total SLF^2	CR	AVE
R1	0.56	0.68					
R2	0.65	0.58					
R3	0.51	0.74	3.76	2.140	4.580	0.549	0.363
R4	-0.07	1					
R5	0.49	0.76					
S1	0.68	0.53					
S2	0.51	0.74					
S3	0.47	0.78					
S4	0.65	0.58	4.21	4.370	19.097	0.819	0.509
S5	0.67	0.55					
S6	0.62	0.62					
S7	0.77	0.41					
P1	0.56	0.69					
P2	0.66	0.57					
P3	0.75	0.44					
P4	0.72	0.48					
P5	0.74	0.45	5.23	6.880	47.334	0.901	0.568
P6	0.69	0.52					
P7	0.79	0.37					
P8	0.67	0.55					
P9	0.68	0.54					
P10	0.62	0.62					
O1	0.73	0.47					
O2	0.81	0.34					
O3	0.69	0.53	2.38	3.640	13.250	0.848	0.605
O4	0.59	0.65					
O5	0.82	0.39					
K1	0.78	0.39					
K2	0.78	0.39					
K3	0.83	0.32					
K4	0.79	0.38	3.25	5.100	26.010	0.889	0.611
K5	0.63	0.6					
K6	0.67	0.55					
K7	0.62	0.62					

Source : Results of SEM Data Processing using Lisrel 8.8, 2024

From the data above, it is known that there is 1 variable that has a CR value of not > 0.7 which means that it has not met good convergent validity based on the CR size. Meanwhile, based on the AVE value, the same variable does not have a value of >0.5, which means that it also does not meet the good convergent validity properties based on the AVE size.

Table 3 Variable Goodness of Fit Index (GOFI)

GIVEN	Calculation Results	Good Fit Standard Value	Model Fit to Data
Chi-Square	0,0	> 0,05	Marginal Fit
RMSEA	0,095	< 0.1	Good Fit
CFI	0,93	> 0,9	Good Fit
YOUTH	0,93	> 0,9	Good Fit
NFI	0,87	> 0,9	Marginal Fit
NNFI	0,93	> 0,9	Good Fit
RFI	0,86	> 0,9	Marginal Fit

Source : Results of SEM Data Processing using Lisrel 8.8, 2024

From the table above, it can be seen that for some latent variables have a good match, so it can be concluded that the model match for these variables is good.

2. Data Normality Test

The evaluation of data normality was carried out using a critical ratio skewness value of ± 2.58 at a significance level of 0.01 (1%). The data is said to be normally distributed if the critical ratio skewness value is below ± 2.58 (Abdullah M., 2015).

Figure 7. Data normality test

3. Structural Model Analysis (Structural model fit)

Structural model analysis is related to the evaluation of coefficients or parameters that present causal relationships or the influence of one latent variable on another latent variable. In this section, the structural model analysis includes the t-value of the coefficient or parameter, the value of the coefficient or parameter, and the coefficient of determination (R^2), the results of the structural model analysis are the interpretation of the complete structural model as presented in the following figure.

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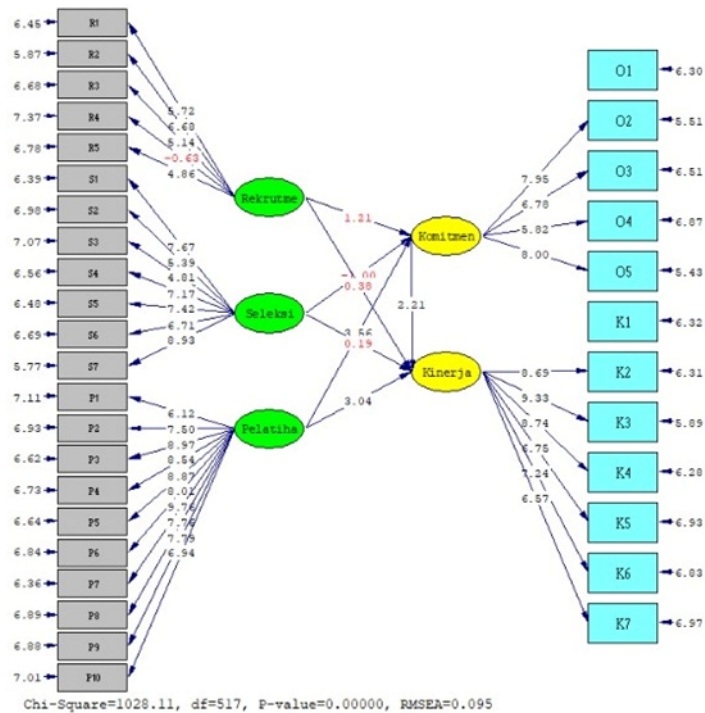
Figure 8. Complete Structural Model
Source : Results of SEM Data Processing using Lisrel 8.8, 2024

Hypothesis Testing

Structural Equations

Komitmen = 0.34*Rekrutme - 0.24*Seleksi + 0.65*Pelatiha, Errorvar.= 0.44 , R² = 0.56
         (0.28)   (0.24)   (0.18)   (0.12)
          1.21   -1.00   3.56   3.50

Kinerja = 0.29*Komitmen + 0.089*Rekrutme + 0.037*Seleksi + 0.50*Pelatiha, Errorvar.= 0.30 , R² = 0.70
         (0.13)   (0.23)   (0.20)   (0.16)   (0.077)
          2.21   0.38   0.19   3.04   3.94

Figure 9. Hypothesis Test Results 1 – Hypothesis 7

Indirect Effects of KSI on ETA

	Rekrutme	Seleksi	Pelatiha
Komitmen	- -	- -	- -
Kinerja	0.10	-0.07	0.19
	(0.09)	(0.07)	(0.09)
	1.09	-0.94	1.98

Figure 10. Hypothesis Test Results 8 – hypothesis 10
Source : Results of SEM Data Processing using Lisrel 8.8, 2024

The output of the Structural Equations in the figure above is used as the main reference to test hypotheses 1 to 10 in this study. The results of testing all of these hypotheses are as follows:

1) Hypothesis Testing 1
    H1: It is suspected that there is a significant influence between employee recruitment and organizational commitment.

Employee recruitment has a positive and insignificant influence on organizational commitment with the value of path coefficient = 0.34 and T-value = 1.21 so that the 1st hypothesis is rejected.

2) Hypothesis Testing 2

H2: It is suspected that there is a significant influence between employee selection and organizational commitment.

Employee selection has a negative and insignificant relationship with organizational commitment with a path coefficient value = -0.24 and T-value = -1.00 so that the 2nd hypothesis is rejected.

3) Hypothesis Testing 3

H3: It is suspected that there is a significant influence between employee training and organizational commitment.

Employee training has a positive and significant relationship with organizational commitment with the value of path coefficient = 0.65 and T-value = 3.56 so that the 3rd hypothesis is accepted.

4) Hypothesis Testing 4

H4 : It is suspected that there is a significant influence between employee recruitment on the performance of meeting the quality standards of SIT peculiarities.

Employee recruitment has a positive and insignificant relationship with the performance of fulfilling the quality standards of SIT peculiarities with the value of the path coefficient = 0.089 and T-value = 0.38 so that the 4th hypothesis is rejected.

5) Hypothesis Testing 5

H5 : It is suspected that there is a significant influence between employee selection on the performance of meeting the quality standards of SIT peculiarities.

Employee selection has a positive and insignificant relationship with the performance of meeting the quality standards of SIT peculiarities with the value of path coefficient = 0.037 and T-value = 0.19 so that the 5th hypothesis is rejected.

6) Hypothesis Testing 6

H6 : It is suspected that there is a significant influence between employee training on the performance of meeting the quality standards of SIT distinctiveness.

Employee training has a positive and significant relationship with the performance of meeting the quality standards of SIT peculiarities with the value of path coefficient = 0.50 and T-value = 3.04 so that the 6th hypothesis is accepted.

7) Hypothesis Testing 7

H7: It is suspected that there is a significant influence between organizational commitment and performance in meeting the quality standards of SIT distinctiveness.

Organizational commitment has a positive and significant relationship with the performance of meeting the quality standards of SIT distinctiveness with the value of path coefficient = 0.29 and T-value = 2.21 so that the 7th hypothesis is accepted.

8) Hypothesis Testing 8

H8 : It is suspected that there is a significant influence between employee recruitment on the performance of meeting the quality standards of SIT distinctiveness mediated by organizational commitment.

The indirect influence between employee recruitment on the performance of meeting the quality standards of SIT peculiarities through the mediation of organizational commitment has a positive and insignificant relationship with the value of path coefficient = 0.10 and T-value = 1.09 so that the 8th hypothesis is rejected.

9) Hypothesis Testing 9

H8 : It is suspected that there is a significant influence between employee selection on the performance of meeting the quality standards of SIT distinctiveness mediated by organizational commitment.

The indirect influence between employee selection on the performance of meeting the quality standards of SIT peculiarities through the mediation of organizational commitment has a negative and insignificant relationship with the value of the path coefficient = -0.07 and T-value = -0.94 so that the 9th hypothesis is rejected.

10) Hypothesis Testing 10

H9 : It is suspected that there is a significant influence between employee training on the performance of meeting SIT distinctiveness quality standards mediated by organizational commitment.

The indirect influence between employee training on the performance of meeting the quality standards of SIT peculiarities through the mediation of organizational commitment has a positive and significant relationship with the value of path coefficient = 0.19 and T-value = 1.98 so that the 9th hypothesis is accepted.

Discussion

This study aims to determine the influence of recruitment, selection and training on the performance of meeting SIT distinctive quality standards mediated by organizational commitment. To be able to find out the influence of each of these latent variables, the researcher formulated nine hypotheses, where each construct was tested using the structural equation modeling (SEM) method with calculation support tools, namely lisrel 8.8.

The results of data analysis with the lisrel 8.8 program show that there are several positive and negative significance relationships between each variable, both between groups of direct variables and indirect variables. The results of the hypothesis test are described as follows:

1) Hypothesis Discussion 1

The results of the first hypothesis test show that the value obtained from the data processing results between recruitment variables and organizational commitment is positive, but not significant. This result makes the first hypothesis rejected, which means that the recruitment of employees at SIT Al Ishlah in particular has no effect on the organization's commitment.

This may be influenced by the open recruitment process where many inputs are external with a variety of backgrounds and entry objectives, so that the commitment to the organization is lacking. Or there could be other influences as written by Wati et al (2023) in a journal entitled Recruitment and Selection Process: Potential Ineffectiveness and Factors, that among the factors that underlie the ineffectiveness of recruitment and selection are: internal factors such as the family system, declining professional levels in carrying out human resource management, and external factors such as the willingness of applicants.

2) Hypothesis Discussion 2

The results of the second hypothesis test show that the value obtained from the data processing results between the selection variables and organizational commitment is negative and insignificant. This result makes the second hypothesis also rejected, meaning that there is no influence between employee selection and organizational commitment.

In a previous study, Rosalina and Lestariningsih (2021) also found the same research results, that selection did not have a significant effect on the positive direction of organizational commitment in their research entitled The Influence of Recruitment and

Selection on Employee Performance Through Organizational Commitment at PT. Ume Persada Indonesia, Gresik.

In some cases in certain work units, this happens because the time between recruitment and selection is too short so that due to urgent needs, existing applicants who are sufficiently qualified are immediately accepted, even though if the time is longer, it could be that other applicants are better and more worthy of being accepted.

3) Discussion of Hypothesis 3

The results of the third hypothesis test show that the value obtained from the data processing results between the training variables and organizational commitment is positive and significant. This result makes the third hypothesis accepted, meaning that there is an influence between employee training and organizational commitment. Employees who have gone through the stages of multi-level training have a stronger commitment to the organization.

4) Discussion of Hypothesis 4

The results of the fourth hypothesis test showed that the value obtained from the data processing results between the recruitment variable and the performance of meeting the quality standards of SIT peculiarities was positive but not significant. This result makes the fourth hypothesis rejected, meaning that there is no influence between employee recruitment and performance in meeting the quality standards of SIT peculiarities.

In a previous study, Ruslanto (2018) also found the same research results in his research entitled The Influence of Recruitment and Training on Employee Performance in Human Resource Management in the Field of Care at Faisal Islamic Hospital Makassar, that recruitment variables did not have a significant effect on performance.

5) Discussion of Hypothesis 5

The results of the fifth hypothesis test show that the value obtained from the data processing results between the selection variables and the performance of meeting the quality standards of SIT peculiarities is positive but not significant. This result makes the fifth hypothesis rejected, meaning that there is no influence between employee selection and performance in meeting the quality standards of SIT peculiarities.

In a previous study, Nurgahini (2019) also found the same research results in her research entitled The Influence of Selection and Placement on Employee Performance at PT. Linggarjati Mahardika Mulia Pacitan, that the selection has no effect on employee performance at PT. Linggarjati Mahardika Mulia Pacitan.

6) Discussion of Hypothesis 6

The results of the sixth hypothesis test show that the value obtained from the data processing results between the training variables and the performance of meeting the quality standards of SIT peculiarities is positive and significant. This result makes the sixth hypothesis accepted, meaning that there is an influence between employee training and performance in meeting the quality standards of SIT peculiarities. Because ideally, employees who have passed the stages of tiered training will be better at performing.

The results of this hypothesis test are the same as the results of Ruslanto's (2018) research. In his research on the Effect of Recruitment and Training on Employee Performance in Human Resource Management in the Field of Nursing at Islamic Hospital, Faisal Makassar concluded that training variables have a significant effect on performance.

7) Hypothesis Discussion 7

The results of the seventh hypothesis test show that the value obtained from the results of data processing between the variables of organizational commitment and the performance of meeting the quality standards of SIT peculiarities is positive and significant. This result makes the seventh hypothesis accepted, meaning that there is an

influence between organizational commitment and performance in meeting the quality standards of SIT peculiarities.

In previous research, S. Akbar (2022) also found significant results between organizational commitment and performance in his research entitled The Influence of Organizational Commitment and Work Behavior on Employee Performance at the West Sulawesi Province Capital Investment and One-Stop Integrated Service Office.

8) Hypothesis Discussion 8

The results of the eighth hypothesis test show that the value obtained from the results of data processing between the recruitment variable and the performance of meeting the quality standards of SIT peculiarities mediated by organizational commitment is positive but not significant. This result makes the eighth hypothesis rejected, meaning that there is an influence between employee recruitment and performance in meeting the quality standards of SIT peculiarities mediated by organizational commitment. In other words, because recruitment has no influence on organizational commitment, or the influence is very small, performance does not get a significant influence from these variables.

9) Discussion of Hypothesis 9

The results of the ninth hypothesis test show that the value obtained from the results of data processing between the selection variables and the performance of meeting the quality standards of SIT peculiarities mediated by organizational commitment is negative and insignificant. This result makes the ninth hypothesis rejected, meaning that there is an influence between the selection of employees and the performance of meeting the quality standards of SIT peculiarities mediated by organizational commitment.

Similarly with recruitment, because selection does not have an influence on organizational commitment, or the influence is very small, then performance does not get a significant influence from these variables.

10) Hypothesis Discussion 10

The results of the tenth hypothesis test show that the value obtained from the results of data processing between the training variables and the performance of meeting the quality standards of SIT peculiarities mediated by organizational commitment is positive and significant. This result makes the tenth hypothesis accepted, meaning that there is an influence between employee training and performance in meeting the quality standards of SIT peculiarities mediated by organizational commitment. Employees with high commitment because the trainings they regularly participate in also have good performance.

CONCLUSION

From the results of the above research, it can be concluded that employee recruitment and selection at SIT Al Ishlah have a minimal impact on organizational commitment and the performance of meeting SIT's distinctive quality standards, indicating the need for improvements in the HR management system. While employee training showed a strong positive effect on both organizational commitment and performance, recruitment and selection need to be better aligned with the organization's goals and culture to enhance their effectiveness. Organizational commitment also directly contributed to the performance of meeting the quality standards of SIT, reinforcing the importance of fostering a committed workforce. The influence of recruitment and selection on performance through organizational commitment was still found to be small, emphasizing that these HR processes need further refinement to have a more substantial impact. However, the impact of training on performance, mediated by organizational commitment, was highly positive. For future research, it is recommended to focus on examining the specific aspects of the

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recruitment and selection processes that may be influencing their limited impact, as well as exploring additional strategies to strengthen organizational commitment and employee engagement in the context of educational institutions like SITs.

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