

Fisheries Processing Strategy In Jakarta In Improving Employee Performance

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Abstract: The owner of a fishery processing business in Jakarta seeks to improve employee performance by providing career development, good compensation, carrying out a recruitment strategy, and conducting a selection process. The population in this study was 6 (six) fishery processing businesses in Jakarta with a sample of 119 employees who were taken at random and only employees of the fishery processing department so that the sample taken did not include employees who had positions. Data collection was carried out in February 2022. The data processing used *accidental sampling* method. Results by research prove that career development can increase compensation and employee performance, recruitment strategy can increase compensation, selection can increase compensation, and employee performance and compensation can increase employee performance. Compensation does not significantly mediate career development, recruitment strategy, and selection of employee performance.

Keywords: strategy, employee performance, fish processing business.

Abstrak: Pemilik usaha pengolahan perikanan di Jakarta berupaya untuk meningkatkan employee performance dengan memberikan career development, compensation yang baik, melakukan recruitment strategy dan melakukan proses selection. Populasi dalam penelitian ini adalah 6 (enam) tempat usaha pengolahan perikanan di Jakarta dengan jumlah sampel 119 karyawan yang diambil secara acak dan hanya karyawan bagian pengolahan perikanan saja, sehingga sampel yang diambil tidak termasuk karyawan yang memiliki jabatan. Pengumpulan data dilakukan selama bulan Februari 2022. Teknik pengolahan data menggunakan metode *accidental sampling*. Hasil dari penelitian membuktikan career development dapat meningkatkan compensation dan employee performance, recruitment strategy dapat meningkatkan compensation, selection dapat meningkatkan compensation dan employee performance serta compensation dapat meningkatkan employee performance. Compensation tidak signifikan memediasi career development, recruitment strategy dan selection terhadap employee performance.

Kata Kunci: strategi, kinerja karyawan, usaha pengolahan perikanan.

INTRODUCTION

At this time the company needs workers who have the expertise to improve business performance, for it is necessary to improve employee performance, especially for fishery processing companies in Jakarta. Employee performance according to (Salsabilla & Suryawan, 2022) is very important for the survival of every company.

To improve employee performance, career development is needed because career development is the main thing because there are motivational factors that influence employee performance (Balbed & Sintaasih, 2019). Through career development, employees will be more enthusiastic about processing fish raw materials into shreds, meatballs, and other processed foods, so the management of fishery processing companies needs to have a management strategy for career development. This opinion is the same as that of (Manggis et al., 2018) that career development has an influence on employee performance.

In case, the company also needs to make a management strategy to provide compensation for the employee performance of each employee who has worked by the job description and standard operating procedures that have been set by the company. Career development is the success achieved by an employee by obtaining a promotion and salary increase and other facilities provided by the company (Sudaryo et al., 2018). (Ariesa et al., 2020) argues compensation is a reward for employees of the company because succeed carried out work by the job description and standard operating procedures set by the company. For this reason, (Prabowo et al., 2016) and (Retnoningsih et al., 2016) managed to prove compensation can improve employee performance.

(Wahyuni et al., 2021) argues that recruitment strategy is a series of processes to find prospective employees who are by what is needed by the company based on previously published job vacancies, then the selected employee candidates bring the required requirements both administratively and self-preparation to give for company. The research by (Setiawan et al., 2020) managed to prove recruitment strategy has an influence on employee performance. (Septiningtyas & Nurwanti, 2017) said selection is the process of selecting job applicants who have been selected to do the work required by the company by predetermined qualifications. The research by (Liyanwah & Suryawan, 2022) that selection has an influence on employee performance.

Research Purposes. This research has a purpose: (1) The positive effect of career development on employee performance on fishery processing strategy in Jakarta. (2) The positive effect of career development on compensation on fishery processing strategy in Jakarta. (3) The positive effect of career development on employee performance mediated by compensation on fishery processing strategy in Jakarta. (4) The positive effect of recruitment strategy on compensation on fishery processing strategy in Jakarta. (5) The positive effect of recruitment strategy on employee performance mediated by compensation on fishery processing strategy in Jakarta. (6) The positive effect of selection on compensation on fishery processing strategy in Jakarta. (7) The positive effect of selection on employee performance on fishery processing strategy in Jakarta. (8) The positive effect of selection on employee performance mediated by compensation on

fishery processing strategy in Jakarta. (9) The positive effect of compensation on employee performance on fishery processing strategy in Jakarta.

THEORETICAL REVIEW

Career Development. Career development is a process provided by the company to improve work experience and various other facilities to obtain employees according to the company's capacity (Wahyuni et al., 2021). (Hamali, 2016) said career development is an effort to increase the ability of each employee and balanced with additional facilities. (Sudaryo et al., 2018) argues, that career development that has been worked by an employee for the company. Career development can increase because there are motivational factors that have an influence employee performance (Balbed & Sintaasih, 2019). The opinions of these experts are supported by research results (Husain, 2020) which prove that career development has influence on employee performance. Results of the theory are also from (Hamidah et al., 2021) that career development has an influence on employee performance. This research results from (Kurniawati & Mistar, 2019) which prove that good career development will improve employee performance.

According to (Edison et al., 2016) compensation is a reward received by employees after completing their work. (Tobing, 2016) also said that compensation is a reward given by the company to individuals and compensation can lead to an increase in employee performance. This is supported by research from (Retnoningsih et al., 2016) that career development must be balanced with compensation.

Based on these theories, a hypothesis is made:

H1a: Career development has an impact on employee performance

H1b: Career development has an impact on compensation

H1c: Career development has an impact on employee performance mediated by compensation

Recruitment Strategy. A recruitment strategy is a series of processes to find prospective employees who are following what is needed by the company based on previously published job vacancies, then the selected prospective employees bring the required requirements both administratively and self-preparation to be given to the company (Wahyuni et al., 2021). Research from (Setiawan et al., 2020) proves that recruitment strategy has influence on employee performance. Also, through a recruitment strategy by providing compensation following what is expected of prospective employees, it can increase job satisfaction of prospective employees while serving as employees (Akhter et al., 2016).

Based on these theories, a hypothesis is made:

H2a: Recruitment strategy has an impact on compensation

H2b: Recruitment strategy has an impact on employee performance mediated by compensation

Selection. Selection is a process carried out by the company in selecting prospective employees through the testing phase until several prospective employees are obtained who meet the requirements that have been set and are declared accepted (Wahyuni et al., 2021). According to (Septinigtyas & Nurwanti, 2017) selection is the process of selecting job applicants to do the work required by the company following predetermined qualifications. The theory from (Septinigtyas & Nurwanti, 2017) is supported by research conducted (Liyawah & Suryawan, 2022) that selection has an impact on employee performance.

Based on these theories, a hypothesis is made:

H3a: Selection has an impact on compensation

H3b: Selection has an impact on employee performance

H3c: Selection has an impact on employee performance mediated by compensation

Compensation. Compensation is reward for the best employees from company because it has successfully worked according to job description and standard operating procedures set by the company (Ariesa et al., 2020). Compensation can increase employee morale and employees become high achievers (Siahaan, 2017). (Poli Neto et al., 2016) explain that there are various forms of different compensation systems. For this reason, an effective way is needed to find out the compensation package to obtain maximum employee performance and rules are made to stimulate the productivity of these employees (Kelechi et al., 2016). This opinion is supported by research results from (Prabowo et al., 2016) that compensation can improve employee performance.

Based on these theories, a hypothesis is made:

H4: Compensation has an impact on employee performance

Employee Performance. Employee performance is the result of good and quality performance in a company environment that is in accordance with employee positions as seen through the development of motivation and skills that exist in each employee (Wahyuni et al., 2021). (Salsabilla & Suryawan, 2022) said employee performance is very important for the sustainability of a company.

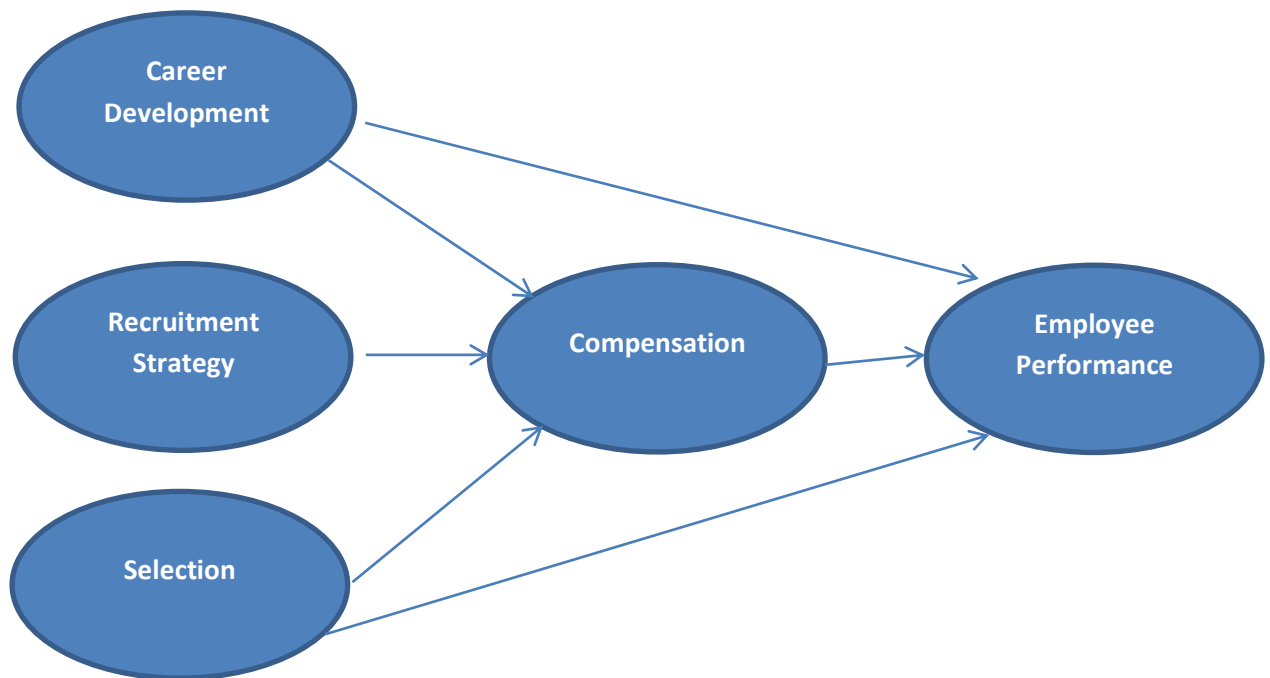


Figure 1. Conceptual Model
Source: Conceptual Model, 2022

METHODS

Population in this research is all employees of fishery processing businesses in all areas of Jakarta. The sample of 119 employees came from a population of 6 (six) fishery processing businesses in the Jakarta area which were taken randomly and only employees of the fishery processing division so the sample taken did not include employees who have positions. Data collection was carried out in February 2022. The data processing technique used *accidental sampling* method, namely choosing who researchers met by chance (Bernarto et al., 2019). Data collection was given to fishery processing employees who were selected as respondents to fill out the questionnaire form, then, the data from the questionnaire was processed using WarpPLS version 7.0 software. Each question indicator is measured on ordinal scale (1 to 5 scale).

Table 1. Definition of Variables

No.	Variables	Definitions	Indicators	Scales	Sources
1	Career Development	Career development is a process provided by the company to increase work experience and various other facilities to obtain employees following the company's capacity.	<ol style="list-style-type: none"> 1. Work performance (CD1) 2. Mutation (CD2) 3. Work experience (CD3) 	Ordinal	(Wahyuni et.al., 2019)
2	Recruitment Strategy	The recruitment strategy is a series of processes to find prospective employees who are following what is needed by the company based on previously published job vacancies, then the selected prospective employees bring the requirements needed both administratively and self-preparation to carry out a series of tests that have been prepared by the company.	<ol style="list-style-type: none"> 1. Required information (RS1) 2. Recruitment is done transparently, honestly and fairly (RS2) 3. Non-complicated method (RS3) 4. The time given is sufficient (RS4) 	Ordinal	(Wahyuni et.al., 2019)
3	Selection	Selection is a process carried out by the company in selecting prospective employees through test stages until prospective employees.	<ol style="list-style-type: none"> 1. Completeness of data (S1) 2. Interview (S2) 3. Medical test (S3) 4. Written test (S4) 	Ordinal	(Wahyuni et.al., 2019)
4	Compensation	Compensation is a reward for services received by employees from top companies contributions that have been made by the job description and standard operating procedures set by the company.	<ol style="list-style-type: none"> 1. Wages according to workload (C1) 2. Wages on time every month (C2) 3. Performance allowance according to work results (C3) 4. Sufficient health insurance (C4) 5. Appropriate annual bonus (C5) 	Ordinal	(Ariesa et al., 2020)
5	Employee Performance	Employee performance is the result of good and quality performance in a company environment that is by the position of the employee as seen through the development of motivation and skills that exist in each employee.	<ol style="list-style-type: none"> 1. According to work standards (EP1) 2. Product quality according to standard (EP2) 3. Work results according to the description and authority (EP3) 	Ordinal	(Wahyuni et.al., 2019)

Source: Journal articles, 2019-2020

Table 1. shows the variables, operational definitions of variables, indicators, measurement scale indicators, and sources of articles from related journals from the conceptual model. For career development variable has operational definitions of variables is career development is a process provided by the company to increase work experience and various other facilities to obtain employees following the company's

capacity with indicators of work performance (CD1), mutation (CD2), and, work experience (CD3). For recruitment strategy variable has operational definitions of variables is the recruitment strategy is a series of processes to find prospective employees who are following what is needed by the company based on previously published job vacancies, then the selected prospective employees bring the requirements needed both administratively and self -preparation to carry out a series of tests that have been prepared by the company with indicators required information (RS1), recruitment is done transparently, honestly and fairly (RS2), non-complicated method (RS3), and, the time given is sufficient (RS4). For selection variable has operational definitions of variables is selection is a process carried out by the company in selecting prospective employees through test stages until prospective employees with indicators of completeness of data (S1), interview (S2), medical test (S3), and, written test (S4). For compensation variable has operational definitions of variables is compensation is a reward for services received by employees from top companies contributions that have been made by the job description and standard operating procedures set by the company with indicators of wages according to workload (C1), wages on time every month (C2), performance allowance according to work results (C3), sufficient health insurance (C4), and, appropriate annual bonus (C5). For employee performance variable has operational definitions of variables is employee performance is the result of good and quality performance in a company environment that is by the position of the employee as seen through the development of motivation and skills that exist in each employee with indicators according to work standards (EP1), product quality according to standard (EP2), and, work results according to the description and authority (EP3).

RESULTS

Table 2. Respondent Profile

Respondent Profile	Total	Percentage
Gender		
1. Male	65	55
2. Female	54	45
Ages		
1. 18 to 30 years old	58	49
2. 31 to 45 years old	36	30
3. Greater than 45 years old	25	21
Level of educations		
1. Elementary school not finished.	16	13
2. Elementary school graduate.	26	22
3. Junior high school graduate.	20	17
4. High school or vocational high school graduate.	39	33
5. Diploma or bachelor degree.	18	15

Source : Survey results, 2022

In table 2. Respondent Profile, it can be seen that the number of data samples of 119 respondents came from employees of fishery processing businesses in the DKI

Jakarta area. Respondents are dominated by male gender as many as 65 people or 55 percentage were male, and 54 people, or 45 percentage were female. Respondents are dominated by 18 to 30 years old is 58 people or 49 percentage, then respondents from employees aged 31 to 45 years as many as 36 people or 30 percentage, then respondents from employees aged more than 45 years as many as 25 peoples or 21 percentage. For the education level of employees who did not graduate from elementary school as many as 16 people or 13 percentage, employees who graduated from elementary school as many as 26 people or 22 percentage, and employees who graduated from junior high school as many as 20 people or 17 percentage, employees graduated from high school / vocational high school as many as 39 people or 33 percentage and 18 employees graduated or 15 percentage.

Outer model

Table 3. Evaluation Model in Measurement

<i>Career Development (AVE = 0.587, CA = 0.647, CR = 0.810)</i>		
CD1	Work performance.	0.792
CD2	Mutation.	0.778
CD3	Work experience.	0.726
<i>Recruitment Strategy (AVE = 0.521, CA = 0.689, CR = 0.812)</i>		
RS1	Required information.	0.718
RS2	Recruitment is done transparently, honestly and fairly.	0.672
RS3	Non-complicated method.	0.835
RS4	The time given is sufficient.	0.649
<i>Selection (AVE = 0.665, CA = 0.726, CR = 0.850)</i>		
S1	Completeness of data.	0.683
S3	Medical test.	0.906
S4	Written test.	0.938
<i>Compensation (AVE = 0.484, CA = 0.640, CR = 0.788)</i>		
C1	Wages according to workload.	0.637
C3	Performance allowance according to work results.	0.800
C4	Sufficient health insurance.	0.634
C5	Appropriate annual bonus.	0.698
<i>Employee Performance (AVE = 0.562, CA = 0.610, CR = 0.794)</i>		
EP1	According to work standards.	0.782
EP2	Product quality according to standard.	0.728
EP3	Work results according to the description and authority.	0.737

*=significant (p is smaller than 0.05)

Source: WarpPLS Results, 2022

Composite Reliability (CR) & Cronbach Alpha (CA). In table 3. The CA and CR values are known. Composite Reliability is usually greater than Cronbach Alpha (Sholihin & Ratmono, 2021). According to (Hair et al., 2017) CR values between 0.60 to 0.70 can be accepted in research, while in more advanced research, values between 0.70 and 0.90 is better. The CR value below 0.60 indicates a lack of internal consistency reliability (Hair et al., 2017). The CR from career development is 0.810, CR from the recruitment strategy is 0.812, CR from the selection is 0.850, CR from compensation is

0.788, CR of employee performance is 0.794. Meanwhile, CA from career development is 0.647, CA from recruitment strategy is 0.689, CA from the selection is 0.726, CA is compensation is 0.640, CA of employee performance is 0.610.

Average Variance Extracted (AVE). In table 3. AVE of the career development construct is 0.587 with the outer loading for CD1 items of 0.792, the AVE of the career development construct is 0.587 with the outer loading for CD2 of 0.778, the AVE of the career development construct is 0.587 with the outer loading for CD3 of 0.726, outer loading, The AVE of the recruitment strategy construct is 0.521 with an outer loading for the RS1 item of 0.718, the AVE of the recruitment strategy construct is 0.521 with an outer loading for the RS2 item of 0.672, the AVE of the recruitment strategy construct is 0.521 with the outer loading for the RS3 item of 0.835, the AVE of the recruitment strategy construct is 0.521 with the outer loading for the RS4 item 0.649, the AVE of the selection construct is 0.665 with the outer loading for the S1 item of 0.683, the AVE of the selection construct is 0.665 with the outer loading for the S3 item of 0.906, the AVE of the selection construct is 0.665 with outer loading for S4 items of 0.938 , the AVE of the compensation construct is 0.484 with the outer loading for the C1 item of 0.637, the AVE of the compensation construct is 0.484 with the outer loading for the C3 item of 0.800, the AVE of the compensation construct is 0.484 with the outer loading for the C4 item of 0.634, the AVE of the compensation construct is 0.484 with the outer loading for item C5 of 0.698, the AVE of the employee performance construct is 0.562 with the outer loading for the EP1 item of 0.782, the AVE of the employee performance construct is 0.562 with the outer loading for the EP2 item of 0.728, the AVE of the employee performance construct is 0.562 with the outer loading for EP3 items of 0.737.

Convergent Validity (Loading Factor). In table 3. CV (Loading Factor) shows that most of the outer loading is greater than 0.70, meaning that it maintains reflective indicators (Hair et al., 2017). RS2 of 0.672 and RS4 of 0.649 were not deleted because they were still above the AVE of 0.521. For S1 of 0.683 was not deleted because it was still above the AVE of 0.665. C1 of 0.637, C4 of 0.634, and C5 of 0.698 were not deleted because they were still above the AVE of 0.484.

Table 4. Fornell-Larcker

Constructs	Career Development	Recruitment Strategy	Selection	Compensation	Employee Performance
Career Development	0.766				
Recruitment Strategy	0.531	0.722			
Selection	0.450	0.437	0.815		
Compensation	0.270	0.310	0.239	0.696	
Employee Performance	0.470	0.416	0.245	0.284	0.750

Source: WarpPLS Results, 2022

Discriminant Validity. In table 4. Discriminant Validity, it is known that the evaluation of discriminant validity measurements using the Fornell-Larcker criteria approach. Results showed that all values were below 0.85 following the recommendations (Henseler et al., 2015).

Inner Model

Table 5. Collinearity

Constructs	Career Development	Recruitment Strategy	Selection	Compensation	Employee Performance
Career Development					
Recruitment Strategy					
Selection					
Compensation	1.182	1.201	1.137		
Employee Performance	1.349		1.221	1.117	

Source: WarpPLS Results, 2022

Collinearity. In table 5. All VIF values are seen below 5, which means it does not eliminate any of the indicators. Collinearity was applied as in the evaluation of the formative measurement model (tolerance and VIF) (Hair et al., 2017). At the critical level of collinearity indicated in the tolerance or VIF guidelines, it is necessary to consider eliminating constructs, combining predictors or creating high-level constructs (Hair et al., 2017). Then, a very high degree of collinearity, indicated very high, as indicated by a VIF value of 5 or higher, should be considered for elimination (Hair et al., 2017).

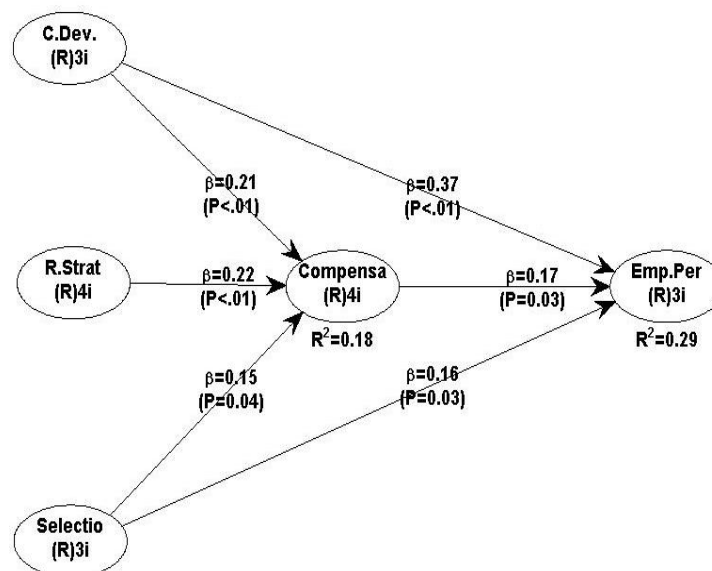


Figure 2. Test Results

Source: WarpPLS Results, 2022

Figure 2. Shows relationship between career development and compensation is significant at 21 percentage with a p -value of less than 1 percentage, and the relationship between career development and employee performance is significant at 37 percentage with a p -value of less than 1 percentage, the relationship between recruitment strategy and compensation is significant at 22 percentage with a p -value of less than 1 percentage, the relationship between selection and compensation is significant at 15 percentage with a p -value of 4 percentage, the relationship between selection and employee performance is significant at 16 percentage with a p -value of 3 percentage, the relationship of compensation to employee performance is significant at 17 percentage with a p -value of 3 percentage.

Table 6. Size and Significance of Path Coefficient

Paths	Standardized Path Coefficient	t-statistics
Career Development -> Employee Performance	0.371	4.435*
Career Development -> Compensation	0.208	2.385*
Recruitment Strategy -> Compensation	0.217	2.500*
Selection -> Compensation	0.152	1.724*
Selection -> Employee Performance	0.162	1.839*
Compensation -> Employee Performance	0.170	1.937*

Note: * = significant (one-tailed test, t is greater than 1,645)

Source: WarpPLS Results, 2022

Based on table 6. Size and Significant of Path Coefficient, it is known that the test results through the direct influence of career development on employee performance are 0.371 with t-statistics of 4.435 which means that career development directly and significantly affects employee performance. There is a direct influence of career development on the compensation of 0.208 with t-statistics of 2.385 which means that career development directly and significantly affects compensation. There is a direct effect of recruitment strategy on the compensation of 0.217 with t-statistics of 2.500 which means that the recruitment strategy directly and significantly affects compensation. There is a direct effect of selection on the compensation of 0.152 with t-statistics of 1.724 which means that selection directly and significantly affects compensation. There is a direct effect of selection on employee performance of 0.162 with t-statistics of 1.839, which means that selection directly and significantly affects employee performance. There is a direct effect of compensation on employee performance of 0.170 with t-statistics of 1.937, which means that compensation directly and significantly affects employee performance.

Table 7. Indirect Effect

Paths	Standardized Path Coefficient	<i>p</i> -values
Career Development -> Compensation -> Employee Performance	0.035	0.292
Recruitment Strategy -> Compensation -> Employee Performance	0.037	0.283
Selection -> Compensation -> Employee Performance	0.026	0.344

Note: * = significant (*p*-values is smaller than 0.05)

Source: WarpPLS Results, 2022

In table 7. Indirect Effect, it is known that the results of mediation testing through the indirect effect of career development on employee performance through compensation are 0.035 with a *p*-value of 0.292 which means that career development indirectly and does not significantly affect employee development through compensation. Also, the indirect effect of recruitment strategy on employee performance through compensation is 0.037 with a *p*-value of 0.283 which means that recruitment strategy indirectly and not significantly affects employee performance through compensation. The indirect effect of selection on employee performance through compensation is 0.026 with a *p*-value of 0.344, which means that selection indirectly and does not significantly affect employee performance through compensation.

Table 8. Coefficient of Determination

Constructs	R-squares (R ²)
Compensation	0.18
Employee Performance	0.29

Source: WarpPLS Results, 2022

In table 8. Coefficient of Determination, it is known that the results of the R-square value show the relationship between weak (0.18) to moderate (0.50) (Ghozali & Latan, 2015), namely the compensation variable is 0.18 and the employee performance variable is 0.29. The compensation variable can explain the dependent variable by 18 percentage and the employee performance variable can explain the dependent variable by 29 percentage.

DISCUSSION

Research findings. The hypothesis statement H1a, that career development has impact on employee performance, obtained a positive standardized path coefficient 0.371, and using a one-tailed test based on *t* is greater than 1.645, the *t*-statistic result was 4.435, which means career development directly and significantly affects employee performance. This indicates that career development has a direct relationship with employee performance. The higher the career development, the higher employee performance. This hypothesis statement is supported by the theory of (Wahyuni et al., 2021) which states that career development is a process provided by the company to

improve work experience and various other facilities to obtain employees according to the company's capacity, also following the theory of (Hamali, 2016) said that career development must be balanced with efforts to increase the ability of each employee and be balanced with additional facilities so that employee performance can increase. This hypothesis is also supported by the theory of (Sudaryo et al., 2018) that career development is the success of an employee in doing his job so that the company provides rewards. Career development can increase because there are reward factors that affect employee performance (Balbed & Sintaasih, 2019). This hypothesis is also following the results of research (Husain, 2020) which proves that career development has impact on employee performance. The opinion and results of the theory are also conducted by (Hamidah et al., 2021) that career development has impact on employee performance. Research from (Kurniawati & Mistar, 2019) which prove that good career development will improve employee performance.

The hypothesis statement H1b that career development has impact on compensation gets a positive standardized path coefficient 0.208 and using a one-tailed test based on t is greater than 1.645, the t -statistic result is 2.385, which means career development directly and significantly affects compensation. This indicates that career development has a unidirectional relationship with compensation. The higher the career development, the higher of compensation. This hypothesis statement is supported by the theory of (Edison et al., 2016) which states that compensation is a reward received by employees after completing their work, and following the theory of (Tobing, 2016) which says compensation is the result of career development provided by the company to individuals and compensation can lead to an increase in employee performance. Research from (Retnoningsih et al., 2016) argues that career development must be balanced with compensation.

The hypothesis statement H1c is that career development has impact on employee performance mediated by compensation. The standardized path coefficient is positive 0.035 and using a p -value is smaller than 0.05, the result is 0.292, which means that the results of the mediation test are unknown. Direct career development on employee performance through compensation is not significant because to improve employee performance, good career development is not only influenced by the provision of good compensation, there are also other factors besides compensation that have a greater influence such as good facilities, a good work environment and possibly there's just another thing. For employees of the fishery processing section, it is not too influential for career development problems because other factors have a greater influence that can be investigated further. For the hypothesis statement, H1c does not support the theory of (Tobing, 2016) which says compensation is the result of career development provided by the company to individuals and compensation can lead to an increase in employee performance. It also does not support research from (Retnoningsih et al., 2016) which states that career development must be balanced with compensation.

The hypothesis statement H2a is that recruitment strategy has impact on compensation, obtaining a positive standardized path coefficient 0.217 and using a one-tailed test based on t is greater than 1.645, the t -statistic result is 2.500, which means that the recruitment strategy directly and significantly affects compensation. This indicates that the recruitment strategy has a direct relationship with compensation. The higher the

recruitment strategy, the higher of compensation. This hypothesis statement is supported by a theory from (Wahyuni et al., 2021) which states that the recruitment strategy is a series of processes to find prospective employees who match what is needed by the company based on previously published job vacancies, then the selected employee candidates bring the required requirements. needed both administratively and self-preparation to be given to the company. Of course, prospective employees expect to receive compensation for what is expected. The statement of hypothesis H2a is also supported by research from (Akhter et al., 2016) on recruitment strategy by providing compensation by what is expected by prospective employees to increase job satisfaction of prospective employees while on duty as employees.

The hypothesis statement H2b is that recruitment strategy has impact on employee performance mediated by compensation. Standardized path coefficient is positive 0.037 and using a *p*-value is smaller than 0.05, the result is 0.283, which means that the results of the mediation test are not known. Direct recruitment strategy on employee performance through compensation is not significant because to improve employee performance, a good recruitment strategy is not only influenced by the provision of good compensation, there are also other factors besides compensation that have a greater influence such as good facilities, a good work environment and possibly there's just another thing. For employees of the fishery processing division, it is not too influential for the problem of recruitment strategy because other factors have a greater influence that can be investigated further. The hypothesis statement H2b does not support the research conducted by (Setiawan et al., 2020) that the recruitment strategy has impact on employee performance. It also does not support the results of research from (Akhter et al., 2016) that the recruitment strategy by providing compensation by what is expected by prospective employees can increase job satisfaction of prospective employees while serving as employees.

The hypothesis statement H3a is that selection has impact on compensation, obtaining a positive standardized path coefficient 0.152 and using a one-tailed test based on *t* is greater than 1.645, the *t*-statistic result is 1.724, which means that selection directly and significantly affects compensation. This indicates that selection has a unidirectional relationship with compensation. The higher the selection, the higher of compensation. This hypothesis statement is supported by the theory from (Wahyuni et al., 2021) that selection is a process carried out by companies in selecting prospective employees through the testing phase, until several prospective employees are obtained who meet the requirements that have been set and are declared accepted and (Septiningtyas & Nurwanti, 2017) strengthens this theory by stating that selection is a process in selecting job applicants to do the work required by the company following predetermined qualifications.

The hypothesis statement H3b is that selection has impact on employee performance, obtaining a positive standardized path coefficient is positive 0.162 and using a one-tailed test based on *t* is greater than 1.645, the *t*-statistic result is 1.839, which means that selection directly and significantly affects employee performance. This indicates that selection has a direct relationship with employee performance. This hypothesis statement is supported by research results from (Liyanwah & Suryawan, 2022).

The hypothesis statement H3c is that selection has impact on employee performance mediated by compensation. The standardized path coefficient is positive 0.026 and using a *p*-value is smaller than 0.05, the result is 0.344, which means that the results of the mediation test are known through indirect effects. Selection of employee performance through compensation is not significant because to improve employee performance, a good selection is not only influenced by the provision of good compensation, there are also other factors besides compensation that have a greater influence such as good facilities, a good work environment and there may be other things. other. For employees of the fishery processing division, it is not too influential for the selection problem because other factors have a greater influence that can be investigated further. The hypothesis statement H3c does not support the research conducted by (Liyanwah & Suryawan, 2022) that the better the selection, the better the employee performance will not only be influenced by the problem of compensation but other things can better mediate between selection and employee performance such as work culture. and maybe something else.

The hypothesis statement H4 is that compensation has impact on employee performance and gets a positive standardized path coefficient 0.170 and using a one-tailed test based on *t* is greater than 1.645, the *t*-statistic result is 1.937, which means that compensation directly and significantly affects employee performance. This indicates that compensation has a direct relationship with employee performance. The higher the compensation, the higher employee performance. This hypothesis statement is supported by theories from (Wahyuni et al., 2021) and (Salsabilla & Suryawan, 2022) which state that employee performance is the result of good and quality performance in a company environment that is following employee positions as seen through the development of motivation and skills. that exists in every employee, in this case, compensation is important to improve employee performance.

CONCLUSION

All hypotheses are accepted except for hypotheses H1c, H2b, and H3c because fishery processing employees are not only affected by: (1) To develop career development, you must provide good compensation. (2) To make a good recruitment strategy, you must provide good compensation. (3) To make a selection must go through the provision of good compensation. (4) There are other factors besides compensation, such as work culture, job description, and others.

Limitations and Suggestions for Future Research. For further researchers can examine: (1) Another factor, which is not compensation, which is more able to mediate the career development on employee performance. (2) Another factor, which is not compensation, which is more able to mediate the recruitment strategy on employee performance. (3) Another factor, which is not compensation, which is more able to mediate the selection on employee performance. (4) Research locations can be carried out in other areas and other types of business.

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