

Determinants of Employee Performance Are Mediated by Productivity University in Jakarta

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Abstract

This research aims to determine and analyze the influence of recruitment analysis, training and development, employee involvement, and technology adoption on employee performance which is mediated by productivity among employees at University in Jakarta. The method used in this research is a quantitative method with survey techniques, where the population used as subjects in the research are employees at University in Jakarta, with a sample size of 172 people. Data analysis uses Structural Equation Modeling (SEM) with the help of SmartPLS. The research results show that recruitment analysis, employee involvement, and technology adoption have an influence on productivity, while training and development has no effect on productivity. Recruitment analysis and technology adoption influence employee performance. Meanwhile, development training and employee involvement have no effect on employee performance. Productivity influences employee performance, but does not act as a mediating variable. This research has significant novelty both in terms of research topic, number of variables studied, and research locus.

Keywords: *Analysis Of Recruitment, Training and Development, Employee Engagement, Technology Adoption, Productivity, Employee Performance.*

Introduction

The dynamics of employee performance are not only limited to the company's internal level, but also reflect competitiveness in the global market. In an era where innovation and adaptation are the keys to success, organizations that are able to optimize employee potential through holistic performance evaluation will have a significant advantage. Thus, implementing best practices in employee performance management is an inevitable strategic step for companies that want to remain relevant and develop amidst contemporary business dynamics (Kannappan, 2021). Effective performance management also plays an important role in shaping employees' perceptions of fairness and recognition of their achievements. Integration between good performance management, open communication, and policies that support work-life balance is the key to creating a work environment that motivates and encourages employees to make maximum contributions to the success of the organization (Karina & Ardana, 2020).

An interesting phenomenon to note, various work units are evaluated based on the performance scores given, which are then categorized into several score ranges to determine the predicate. Most of the work units received the title "Very Good" with a score ranging from 80 to 89. This shows that the majority of work units at the university have very good performance. However, there are also several work units that received the title "Excellent" with a score above 90, indicating a level of performance that is extraordinary and superior among other work units.

To achieve a good level of employee performance, you need to pay attention to several factors, including work productivity. Productivity is an important parameter that describes the efficiency and effectiveness of an organization or individual in achieving goals and producing the desired output (Al-Swidi et al., 2021). This is closely related to managing time, resources and energy to achieve the best results in the context of the task or project being carried out. High levels of productivity encourage economic growth, innovation

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and competitiveness of a country or company. Efforts to increase productivity include improving work processes, starting from evaluating the recruitment process, selection process, optimizing work flow with employee involvement, developing skills through training and development, as well as applying technology and innovation (Moussa & Othman, 2020).

Problem Formulation

Based on this description, problems can be identified related to employee performance at University in Jakarta, involving the role and practices of human resource management which is an important part of the organization. One of the important steps in human resource management is recruitment analysis, which aims to find out and evaluate how effective the company's employee recruitment strategy is. This analysis allows organizations to assess the extent to which the recruitment approach used meets the needs of the organization and matches the desired employee profile.

Training and development is a vital component in a human resource management strategy that aims to improve employee knowledge, skills and competencies. By investing time and resources in relevant and targeted training programs, organizations can increase productivity,

Employee engagement is an important indicator of the emotional connection and commitment employees have to their work, company, and overall organizational goals. Employees who feel engaged tend to have higher levels of job satisfaction, better retention rates, and more optimal performance. Organizations that successfully adopt technology wisely can take advantage of benefits such as faster data processing, better customer understanding, operational efficiency, and the development of more innovative products or services.

Research results (Mohamed, 2017) show that employee recruitment, training and empowerment systems have a positive correlation with organizational performance with the mediating role of employee productivity. Research results (Anual et al., 2020) show that the adoption of new technology has a strong influence on employee work performance. In contrast to research by (Budi, 2022) and Santoso (2023), it shows that productivity does not mediate employee performance in the companies whose employee performance levels were studied. According to research conducted by Surya Bakti & Hwihanus (2023), increasing productivity does not always have a direct impact on performance if it is not supported by the right strategy. In addition, Mohamed (2017) emphasized that undirected training and development as well as a lack of effective technology adoption can hinder the achievement of expected performance despite increased productivity. Arviana and Ruswidiono (2022) explain that recruitment, especially inappropriate recruitment, is not mediated by productivity. Given the differences in previous research results, it is important to carry out this research as recommendation material for organizations.

Problem Solution

Data collection was carried out by distributing questionnaires online in the form of a Google Form which was sent by 172 respondents, and researchers processed all the data obtained. Based on the data obtained from respondents, a description of the characteristics of respondents can be described as follows:

Characteristics of respondents based on gender shows that the majority of respondents are women with a percentage of 58.7%, while men only reach 41.3%. This data shows that women's participation is higher than men's.

Characteristics of respondents based on age range, it can be seen that the majority of respondents are in the 31-40 year age range with a total of 66 people, or around 38.4% of the total 172 respondents. The 21-30 year age group followed with 46 people, which was 26.7% of all respondents. There were 34 respondents aged 41-50 years, covering 19.8% of the total respondents. Meanwhile, 22 people or 12.8% of respondents were in the 51-60 year age range, and the 61-70 year age group had the smallest number of respondents, namely 4 people, which was equivalent to 2.3% of the total respondents.

Characteristics of respondents based on education level, followed by respondents with the majority of respondents having a bachelor's degree, reaching 41.9% with a master's degree, 34.9%, and a doctoral degree with 18%. The remaining number of respondents with a high school education background was 10.4%. Of the total 172 respondents involved in the research, the distribution of their education showed an interesting trend, with the majority having higher education, especially at bachelor's and master's levels.

Characteristics of respondents based on field of work, the majority of respondents, 104 people or 60.47%, were staff. Then there were 56 people or 32.56% of respondents who were lecturers. Apart from that, there were also 5 people or 2.91% of respondents who worked in the financial sector, 2 people or 1.15% as nurses, and 5 people or 2.91% as security.

Characteristics of respondents based on length of service, in the 2-10 years work period group there were 144 respondents or 83.72% of the total respondents. In the 11-20 years work period group there were 14 respondents or 8.14% of the total. Meanwhile, there were 10 respondents in the 21-30 years work period group or 5.81% of the total. Finally, in the 31-40 work period group there were 4 respondents or 2.33% of the total.

Measurement Model: Validity and Reliability Test

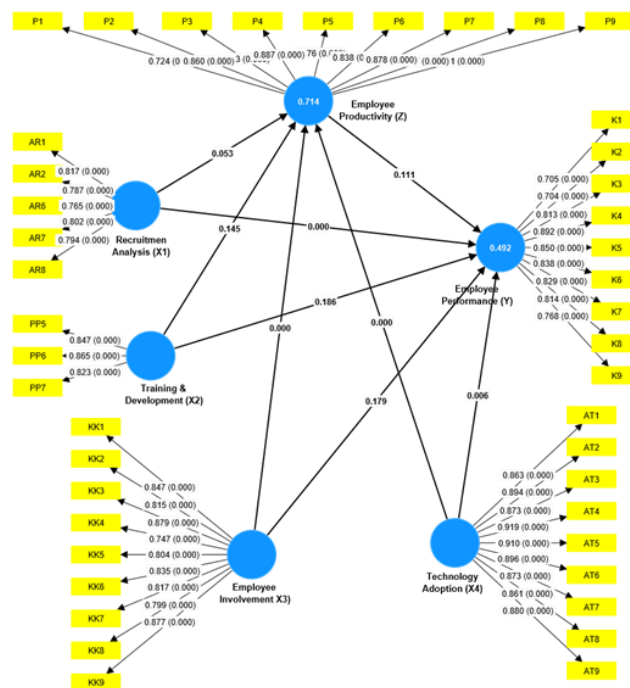


Fig. 2: Shows That All Indicators Have Outer Loading Values Above 0.70 That All Variable Indicators In This Study Can Be Declared Valid.

Composite reliability is carried out to prove the accuracy, consistency and precision of the instrument in measuring a construct. In PLS - SEM using SmartPLS, measuring the reliability of a construct can be done by looking for Cronbach's Alpha and Composite reliability values, and Average Variance Extracted (AVE). Composite reliability is the accepted limit value for composite reliability levels > 0.7 and AVE is above 0.50 (Abdullah, 2015; Manurung, 2024). The composite reliability test results were obtained as follows:

Table 1 Composite Reliability dan Average Variance Extracted Test Result

Variabel	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
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Recruitment Analysis (X1)	0.852	0.894	0.629
Training & Development (X2)	0.801	0.883	0.715
Employee Involvement (X3)	0.941	0.950	0.681
Technology Adoption (X4)	0.966	0.970	0.785
Employee Productivity (Z)	0.950	0.958	0.718
Employee Performance (Y)	0.930	0.942	0.646

Table 4.15 can be concluded that all constructs meet the reliability criteria, this is shown by the Cronbach's alpha and composite reliability values > 0.70 and the AVE value > 0.50 in accordance with the recommended criteria. This means that all construct data is valid and reliable so it can be used as research data.

The Assessment of Structural Model: Inner Model

Testing of the structural model or inner model is evaluated using R-square for the dependent construct, Stone-Geisser Q-square test for predictive relevance and t test and looking at the structural path coefficient. The stability of the estimates was tested with t-statistics via a bootstrapping procedure.

R-Square (R²)

Table 2 R-Square (R²) Test Result

	R-square	R-square Adjusted
Employee Productivity (Z)	0.714	0.708
Employee Performance (Y)	0.492	0.477

Based on table 4.16, it can be concluded that the contribution of Recruitment Analysis (X1), Training and Development (X2), Employee Involvement (X3), and Technology Adoption (X4) to Productivity (Z) is 0.708, which can be interpreted as the variability of the Recruitment Analysis construct (X1), Training and Development (X2), Employee Involvement (X3), and Technology Adoption (X4) is 70.1% while the remaining 29.9% is explained by other variables outside this research. Likewise, the contribution of the influence of Recruitment Analysis (X1), Training and Development (X2), Employee Involvement (X3), and Technology Adoption (X4) to Employee Performance (Z) gives a value of 0.477, which can be interpreted as the variability of the Recruitment Analysis construct (X1), Training and Development (X2), Employee Involvement (X3), and Technology Adoption (X4) is 47.7%, while the remaining 52.3% is explained by variables outside this research.

Q² Predictive Relevance

Q-square predictive measures how well the observed values produced by the model and also its parameter estimates (Manurung, 2024). A Q2 value > 0 indicates that the model has predictive relevance, while a Q2 value < 0 indicates that the model lacks predictive relevance, and is more specific with a Q2 value of 0.02; 0.15; and 0.35 indicates a weak, moderate and strong model (Ghozali & Latan, 2015). The Q-square value in this study is presented in the following figure and table:

Table 3 Q² Square Predictive Test Result

	Q2 Predict
Employee Productivity (Z)	0.686
Employee Performance (Y)	0.415

Table .. shows that employee productivity (Y) has a Q2 value > 0, namely 0.686, and employee performance (Z) has a Q2 value of 0.415 so that both models have good predictive relevance in the strong model category because they have a value above 0.35.

Quality Index

Furthermore, PLS path modeling can identify global optimization criteria to determine goodness of fit with the Gof index. Goodness of fit or Gof index developed by Tenenhaus et al. (2004) is used to evaluate measurement models and structural models and in addition provides a simple measure of the overall model predictions. The GoF value criteria are 0.10 (GoF small), 0.25 (GoF medium) and 0.36 (GoF large) (Ghozali & Latan, 2015). The Goodness of Fit value can be found using the following formula:

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$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2}$$

Information:

GoF = Goodness of Fit

AVE = Average AVE

R² = Average R²

$$\text{Average AVE} = (0.629 + 0.715 + 0.681 + 0.785 + 0.718 + 0.646)/6 = 0.696$$

$$\text{Average R}^2 = (0.714 + 0.492)/2 = 0.603$$

$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2}$$

$$= \sqrt{0.696 \times 0.603}$$

$$\text{GoF} = \sqrt{0.420}$$

$$= 0.648$$

The Goodness of Fit (GoF) value of 0.648 indicates that the model in this study has a high GOF > 0.36 (GoF large) so the model is declared fit. This means that through the overall model fit test, it shows that the measurement and structural models are simultaneously suitable for use in research.

Hypothesis Testing

Hypothesis testing in this research can be seen through the results of the path coefficient and significant values. The significance value of the path coefficient can be obtained using the bootstrapping technique with SmartPLS software. Table 7 presents the results of research model hypothesis testing.

Table 4 Hypotesis Test Result

Hipotesis	Path Coefisien	P-Value	90% Interval Kepercayaan Path Coefisien	
			Batas Bawah	Batas Atas
Recruitment Analysis (X1) -> Employee Productivity (Z)	0.099	0.053	0.025	0.181
Training&Development (X2) -> Employee Productivity (Z)	0.063	0.145	-0.007	0.147
Employee Involvement (X3) -> Employee Productivity (Z)	0.378	0.000	0.237	0.518
Technology Adoption (X4) -> Employee Productivity (Z)	0.412	0.000	0.268	0.547
Employee Productivity (Z) -> Employee Performance (Y)	0.204	0.098	-0.011	0.423
Recruitment Analysis (X1) -> Employee Performance (Y)	0.356	0.000	0.212	0.490
Training&Development (X2) -> Employee Performance (Y)	0.072	0.186	-0.029	0.180
Employee Involvement (X3) -> Employee Performance (Y)	-0.147	0.179	-0.337	0.066
Technology Adoption (X4) -> Employee Performance (Y)	0.363	0.006	0.174	0.543
Recruitment Analysis (X1)-> Employee Productivity (Z)-> -> Employee Performance (Y)	0.020	0.169	-0.003	0.045
Training&Development (X2) -> Employee Productivity (Z) -> Employee Performance (Y)	0.013	0.258	-0.003	0.043
Employee Involvement (X3) -> Employee Productivity (Z) -> Employee Performance (Y)	0.077	0.134	-0.004	0.168
Technology Adoption (X4) -> Employee Productivity (Z) -> Employee Performance (Y)	0.084	0.131	-0.004	0.184

Based on the results of hypothesis testing, it can be explained as follows:

The first hypothesis (H1) is accepted, namely that there is a significant influence of Recruitment Analysis (X1) on employee productivity (Y) with an influence size of 0.099 and a significance level of $0.053 < 0.10$. This means that every change in Recruitment Analysis will increase Productivity by 0.099. Based on a 90% confidence level, the influence of Recruitment Analysis in increasing employee productivity lies between

0.025 to 0.181. However, the existence of Recruitment Analysis in increasing employee productivity has a small influence at the structural level (f Square = 0.025)

The second hypothesis (H2) is rejected, namely that there is an insignificant influence of Training and Development (X2) on employee productivity (Y) with a magnitude of 0.063, but the level of significance is $0.145 > 0.10$, meaning there is no significant influence of Training and Development (X2) on employee productivity (Y).

The third hypothesis (H3) is accepted, namely that there is a significant influence of Employee Engagement (X3) on Productivity (Y) with a magnitude of 0.378 and a significance level of $0.000 < 0.10$. This means that every change in Employee Engagement will increase employee productivity by 0.378. Based on a 90% confidence level, the influence of employee involvement in increasing employee productivity lies between 0.237 to 0.518. However, the existence of employee involvement in increasing employee productivity has a small influence at the structural level (f Square = 0.122)

The fourth hypothesis (H4) is accepted, namely that there is a significant influence of Technology Adoption (X4) on employee productivity (Y) with a magnitude of 0.412 and a significance level of $0.000 < 0.10$. This means that every change in Technology Adoption will increase employee productivity by 0.412. Based on a 90% confidence level, the influence of Technology Adoption in increasing Employee Productivity lies between 0.268 to 0.547. However, the existence of Technology Adoption in increasing Employee Productivity has a small influence at the structural level (f Square = 0.141)

The fifth hypothesis (H5) is accepted, namely that there is a significant influence of Productivity (Y) on Employee Performance (Z) with an influence size of 0.204 and a significance level of $0.098 < 0.10$. This means that every change in Employee Productivity will increase Employee Performance by 0.204. Based on a 90% confidence level, the influence of Employee Productivity in improving Employee Performance lies between -0.011 to 0.423. However, the existence of Employee Productivity in improving Employee Performance has a small influence at the structural level (f Square = 0.023)

The sixth hypothesis (H6) is accepted, namely that there is a significant influence of Recruitment Analysis (X1) on Employee Performance (Z) with a magnitude of 0.356 and a significance level of $0.000 < 0.10$. This means that every change in Recruitment Analysis will increase Employee Performance by 0.356. Based on a 90% confidence level, the influence of Recruitment Analysis in improving Employee Performance lies between 0.212 to 0.490. However, the existence of Recruitment Analysis in improving employee performance has a small influence at the structural level (f Square = 0.175)

The seventh hypothesis (H7) is rejected, namely that there is an insignificant influence of Training and Development (X2) on Employee Performance (Z), with a magnitude of influence of 0.072, but the level of significance is $0.186 > 0.10$, meaning there is no significant influence of Training and Development (X2) on Employee Performance (Z).

The eighth hypothesis (H8) is rejected, namely that there is an insignificant influence of Employee Engagement (X3) on Employee Performance (Z), with a magnitude of -0.147, but the significance level is $0.179 > 0.10$, meaning there is no significant influence of Employee Engagement (X3) on Employee Performance (Z).

The ninth hypothesis (H9) is accepted, namely that there is a significant influence of Technology Adoption (X3) on Employee Performance (Z) with an influence size of 0.363 and a significance level of $0.006 < 0.10$. This means that every change in Technology Adoption will increase Employee Performance by 0.363. Based on a 90% confidence level, the influence of Technology Adoption in improving Employee Performance lies between 0.174 to 0.543. However, the existence of Technology Adoption in improving Employee Performance has a small influence at the structural level (f Square = 0.054)

The results of testing the tenth hypothesis (H10) to test this indirect influence can be explained as follows:

The indirect effect of Recruitment Analysis (X1) on Employee Performance (Z) through Employee Productivity (Y) is 0.169. Because the significant value is $0.169 > 0.10$, it can be concluded that the Employee Productivity variable (Y) does not mediate the influence of Recruitment Analysis (X1) on Employee Performance (Z).

The indirect effect of Training and Development (X2) on Employee Performance (Z) through Productivity (Y) is 0.258. Because the significant value is $0.258 > 0.10$, it can be concluded that the Employee Productivity variable (Y) does not mediate the influence of Training and Development (X2) on Employee Performance (Z).

The indirect effect of Employee Engagement (X3) on Employee Performance (Z) through Employee Productivity (Y) is 0.134. Because the significant value is $0.134 > 0.10$, it can be concluded that the Productivity variable (Y) does not mediate the influence of Employee Engagement (X3) on Employee Performance (Z).

The indirect effect of Technology Adoption (X3) on Employee Performance (Z) through Employee Productivity (Y) is 0.131. Because the significant value is $0.131 > 0.10$, it can be concluded that the Productivity variable (Y) does not mediate the influence of Technology Adoption (X3) on Employee Performance (Z).

Based on the results of indirect testing, Employee Productivity (Y) does not mediate the influence of Recruitment Analysis (X1), Training and Development (X2), Employee Engagement (X3), and Technology Adoption (X4) on Employee Performance (Z) meaning that the tenth hypothesis (H10) is rejected.

Discussions

Analysis of recruitment carried out by the University has contributed to increasing employee productivity. By making improvements and improvements to the recruitment process, it can help in the success of the process of selecting employees who meet the required qualification requirements. Recruitment analysis by exploring more experience from job seekers can obtain relevant information and other positive values so that the future selection process can be carried out effectively. The results of this research are in line with research conducted by Sari (2018), Arif (2018), Sunarsi (2018) and Halisa (2022) showing that recruitment or recruitment analysis has a positive and significant effect on productivity. This is also supported by research results presented by Rinaldi and Rahmawati (2022) which show that there is a positive trend that good recruitment has on employee productivity.

training and development did not have a significant positive impact on increasing the work productivity of University in Jakarta employees. It can be concluded that the hypothesis proposed is not proven. Researchers see that training and development carried out by universities does not make a significant contribution to increasing employee productivity. The training and development undertaken may need to be further evaluated to ensure its relevance and effectiveness to employee needs and working conditions. In previous research conducted by Wahyuningsih (2019), Bariqi (2018), Parashakti and Noviyanti (2021), (Supardi et al., 2023), and Gumilar (2018) obtained similar research results which revealed that inappropriate training and development also had an impact on unsatisfactory results on productivity employee. In other words, inappropriate training and development has a negative significance on productivity (Loliyana et al., 2023).

Employee involvement can have a positive impact on increasing the work productivity of University in Jakarta employees. This shows that the proposed hypothesis is proven correct. Researchers observed that higher employee engagement at the University made a real contribution to increased productivity. By increasing employee engagement, universities can help create a more productive work environment. High employee involvement can help in creating a positive work atmosphere and increase employee morale. This is in line with research conducted by Rompis and Sendow (2019) which shows that there are positive results between employee engagement in the workplace and productivity. Employee engagement contributes to employee productivity in the workplace (Warankiran et al., 2021). Apart from the 2 studies above, there are

similar research results presented by Saputra (2021), Mahadika (2018) and Ngangi (2019) which state that there is a large influence between employee engagement and productivity.

The use of technology can have a positive impact on increasing employee work productivity at University in Jakarta. This proves that the proposed hypothesis is proven correct. Researchers observed that the adoption of technology by universities made a significant contribution to increasing employee productivity. By integrating technology more widely, universities can help create a more efficient and productive work environment. The use of advanced technology allows employees to work more quickly and accurately, thereby increasing output and work quality. Encouraging employees to utilize technology in everyday tasks can provide more accurate information and better insights for decision making. Kumbaladewi et al (2021), Malikhah et al (2023), Hidayati et al (2019) and Yani et al (2021) provide research results that show that the higher a company carries out transformation in the field of technology, the impact it will have on the productivity of employees in the company. Relationship with productivity, technology adoption has an important role in its journey. Research shows that there is a positive significance between technology adoption and employee productivity in the company (Darul Wiyono, 2024).

Increasing productivity can have a positive impact on improving employee performance at University in Jakarta. This proves that the proposed hypothesis is proven correct. Researchers observed that the increase in productivity that occurred at universities made a real contribution to employee performance. Higher productivity allows employees to complete their tasks more quickly and precisely, thereby improving overall work output. Lusiana (2018), Akbar (2021), Febriani and Hartini (2023) and Indriasari (2018) in previous research agreed that high levels of productivity play a very important and significant role in improving the performance of employees in an organization. When employees are able to work efficiently and effectively, their contribution to company goals becomes greater, which in turn has a positive impact on overall company performance. (Budi, 2022).

Recruitment analysis has a significant positive influence on employee performance. These findings indicate that improvements in recruitment analysis can have a positive impact on increasing employee performance at University in Jakarta. This proves that the hypothesis proposed is true. Researchers observed that deeper recruitment analysis by universities made a real contribution to employee performance. Improvements to recruitment analysis, universities can help create more competent and effective work teams. A more selective and targeted recruitment process allows selected employees to have qualifications that suit job needs, thereby improving work quality and results. Research conducted by Wardhana, Nainggolan, and Lestiowati (2019), as well as Wibowo (2018), and Teuku and Arief (2020) found that recruitment analysis has a significant positive influence on employee performance. Etikawati and Udjang (2016) and Lina (2020) show similar research results which reveal that an appropriate and comprehensive recruitment process not only helps in selecting candidates who best suit the needs of the organization, but also contributes directly to increasing employee productivity and effectiveness in workplace.

Training and development does not have a significant positive effect on employee performance. These findings indicate that increasing training and development does not have a significant positive impact on employee performance at University in Jakarta. This proves that the proposed hypothesis is not proven. Researchers observed that training and development carried out by universities did not make a significant contribution to improving employee performance. Even though training and development programs have been improved, this does not necessarily help in improving employee performance. The training and development provided may not be relevant or appropriate to the specific needs of employees, thereby having no impact on their performance. Putri and Ratnasari (2019), Darmawan et al (2022), Manoppo et al (2021) and Juwita (2019) have similar research results which say that although training and development is a positive step, in the case of the companies studied it did not have an impact. significant positive impact on employee performance. These findings confirm that although many organizations invest resources in employee development through training, the results do not always match expectations of directly increasing productivity and quality of performance. (Munaty et al., 2022).

Employee engagement does not have a significant positive influence on employee performance. These findings indicate that although there have been efforts to increase employee engagement at University in

Jakarta, this has not had a significant positive impact on their performance. These results indicate that the proposed hypothesis cannot be proven. Researchers observed that higher levels of employee engagement did not contribute significantly to improved performance. Although the university has made efforts to encourage employee involvement in various aspects of work, this has not resulted in the expected improvement in their performance. Higher engagement may not be matched by appropriate strategies to increase employee motivation and productivity. Further evaluation of the factors influencing employee engagement and identification of more effective strategies may be necessary to achieve better results. Mahadika (2018),

Sinambela (2022) and Istikomah (2022) both found that employee involvement has negative implications for the development of employee performance in their respective companies. In addition, employee engagement does not show a significant positive impact on their performance. (Nugroho & Ratnawati, 2021). Employee engagement is often considered a key factor in increasing motivation and productivity, this research highlights that the relationship between levels of engagement and individual performance has not always proven to be strong in different organizational contexts. (Fitriadi et al., 2022).

Technology adoption has a significant positive influence on employee performance. These findings indicate that efforts to increase technology adoption in University in Jakarta have a significant positive impact on their performance. These results show that the proposed hypothesis can be proven. Researchers observed that higher levels of technology adoption contribute significantly to improved performance. Efforts made by universities to encourage the adoption of technology in various aspects of work have resulted in the expected improvement in their performance. Shintia and Riduwan (2021), Wijayanti and Razak (2017), Mansyur et al (2022) and Mugiarto et al (2023) have similar research results, showing that the adoption and use of technology has an influence on employee performance in the company. Appropriate and targeted implementation of technology can increase employee work efficiency and effectiveness, which ultimately has a positive impact on overall organizational performance. (Riyadhi & Arif Partono Prasetio, 2018).

Productivity does not significantly mediate the influence of recruitment analysis, training and development, employee involvement, and technology adoption on employee performance. These findings indicate that despite efforts to improve these factors at University in Jakarta, it has not had a significant positive impact on their performance through increased productivity. These results indicate that the proposed hypothesis is not proven. Researchers observed that improvements in recruitment analysis, training and development, employee engagement, and technology adoption did not contribute significantly to increased performance through productivity. Although universities have attempted to improve recruitment analysis, training and development, employee engagement, and technology adoption in various aspects of work, this has not resulted in the expected improvement in their performance through productivity. Perhaps more appropriate strategies are needed to increase employee motivation and productivity so that these factors can have a positive impact on performance. Further evaluation of factors influencing productivity and identification of more effective strategies may be necessary to achieve better results. Budi (2022) and Santoso (2023) provide similar results which show that productivity does not mediate employee performance in the companies studied. The level of employee performance. According to research conducted by Surya Bakti & Hwihanus (2023), increasing productivity does not always have a direct impact on performance if it is not supported by the right strategy. In addition, Mohamed (2017) emphasized that undirected training and development as well as a lack of effective technology adoption can hinder the achievement of expected performance despite increased productivity. Arviana and Ruswidiono (2022) explain that recruitment, especially inappropriate recruitment, is not mediated by productivity.

Conclusion

The results show that recruitment analysis, employee involvement, and technology adoption have a positive and significant effect on employee productivity at University in Jakarta. Meanwhile, training and development has no effect on employee productivity at University in Jakarta. Good recruitment analysis and high employee involvement have been proven to increase employee productivity significantly. Although training and development are important, the results of this study show that there is no significant

effect on employee productivity. Using the right technology can increase employee productivity significantly. Productivity has a positive and significant effect on the performance of employees at University in Jakarta. High productivity directly improves employee performance. Recruitment analysis and technology adoption have a positive and significant effect on employee performance at University in Jakarta. An effective recruitment process and well-adopted technology can significantly improve employee performance. Meanwhile, training and development and employee involvement have no effect on the performance of employees at University in Jakarta. Although employee engagement is important, this research shows that it has no significant effect on employee performance. Productivity does not mediate the influence of the four existing variables, recruitment analysis, training and development, employee involvement, and technology adoption on employee performance at University in Jakarta. Although productivity was used as a mediation in several previous studies and was successful or had a positive effect. In this research, it was proven that there was no significant influence on productivity on the 4 existing variables.

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