The Effect of Human Resource Recruitment Strategy and Human Resource Empowerment Strategy on Personnel Performance Mediated by Change Management Strategy at Sintel Marine Corps

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ABSTRACT: The purpose of this study was to examine the direct effect of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance and the direct influence of Change Management on Personnel Performance and the indirect effect of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance mediated by Change Management.

The model used in this study is to test the hypothesis by using the method of the Structural Equation Model (SEM). The software used for structural analysis is LISREL 8.80. Data were collected from a sample of 145 respondents who were deemed sufficient to represent the population. In taking the sample used a survey technique that is the entire population is used as a research sample.

The findings of this study are that there is a direct influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance and a direct influence of Change Management on Personnel Performance as well as an indirect influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance mediated by Change Management. Of the seven hypotheses proposed, all proved to be accepted, namely that there was a direct or indirect influence. Change management as a mediating variable functions effectively in increasing the influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance.

The implication of the results of this study is that there is a positive and significant influence on HR Recruitment Strategy and HR Empowerment Strategy on Change Management and has implications for improving Personnel Performance.

KEYWORDS: HR Recruitment Strategy, HR Empowerment Strategy, Change Management, Personnel Performance

1. BACKGROUND OF THE PROBLEM

The challenges of intelligence tasks in the maritime area are so heavy, intelligence personnel are expected to have intelligence competencies and special skills that exceed average abilities. Guidance and training must continue to be carried out considering the level of difficulty in analyzing problems also continues to increase in line with the development of globalization which cannot be avoided, especially the dimensions of threats that occur in the maritime area.

To support the process of generating intelligence, it is necessary to have personnel or humans who have the ability to think in an integrative manner with some special requirements such as being able to think calmly under pressure, being able to see problems from various points of view and thinking ahead/anticipatively as well as various other abilities required to become intelligence people (Intelligence, 2013). The thinking process of intelligence personnel is one way to produce good intelligence to get maximum intelligence data. The thinking process always puts the problem in proportion and always examines one's abilities when faced with the surrounding environment and threats that come from both inside and outside (Intelligence, 2013).

The ability of intelligence personnel is a measure of success in carrying out their main tasks. The results of preliminary research in the Marine Corps found that the assignment of intelligence personnel to the Marine Corps is still a routine activity in carrying out body security or internal security. Intelligence personnel are also often preoccupied with additional activities from the top units and are not the main task of the Marine Corps. Additional tasks are more directed to the development of the Indonesian situation, which is oriented towards securing the capital, which is not the main task of the Marine Corps. This has an impact on the knowledge and skills of Pasmar 1 intelligence personnel in their competence in accordance with their duties and functions in the field of intelligence for the leadership and organization of the Marine Corps.

Kunarto (1999) states that there are 3 main abilities that intelligence personnel must possess and cultivate, namely good observation skills so that they are able to make accurate predictions; The ability to be convincing; and Ability to move quickly,

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effectively, efficiently and with maximum results. By looking at these 3 competencies or capabilities, Pasmar 1's intelligence resources still require various efforts made by internal units and the role of the upper command to be able to improve intelligence competencies.

The intensity of intelligence assignments that are closed in nature and the limited activities in carrying out intelligence functions related to maritime issues and external security have resulted in a decrease in the intelligence competence of Marine Corps intelligence personnel. In other words, it is assumed to affect the competence of intelligence personnel in supporting their main duties in the Marine Corps. Likewise, the factor of coaching and further education in order to increase the competence of personnel with specializations that will be useful in the future in intelligence careers. These special abilities can be obtained through special courses or training from Marine Corps institutions. Whether we realize it or not, these two things make intelligence personnel in carrying out specific tasks appear inexperienced and insecure.

Human resources who have a competitive advantage is one of the characteristics of human resources who perform well. Human resources are a central factor in an organization because these resources will achieve the vision and in the implementation of the mission is managed by humans. (Ike Kusdyah, 2008). In achieving company goals, one of the most influencing factors is the management of Human Resources (HR), which is expected to every employee can provide good work performance, as stated by Daft (2003:4) that Management is the attainment of organizational goals in an effective and efficient manner through planning organizing leading and controlling organizational resources. This opinion has the meaning that management is the achievement of organizational goals in an effective and efficient way through organizational planning, direction and supervision of organizational resources. According to Hasibuan (2008), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This understanding explains that a company manager needs to find ways to empower their resources effectively and efficiently in order to achieve company goals, while Handoko (2008) explains that recruitment is a process of finding and attracting prospective employees (applicants) who are able to apply as employees. Rivai (2009) describes recruitment as a series of activities that begins when a company needs workers and opens job vacancies until it gets the desired candidate or meets the qualifications according to the existing position or vacancy.

Performance is work performance, which is a comparison between work results and established standards (Dessler, 2000:41). Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given (Mangkunagara, 2002:22). Employee performance will be good if the employee has the skills and works optimally forrealize the company's goals, where the company can choose employees who have the motivation and qualifications in accordance with the required field of work.

*Novelty*or novelty in this study, the change management strategy as a mediation to the knowledge of the researcher is a variable that has never been used in research on the influence of human resource recruitment strategies and human resource empowerment strategies on personnel performance in the Marine Corps Sintel environment. Change management strategy is a very important variable in today's era where the external and internal environment is changing rapidly in all aspects of life, including the Marine Corps Sintel environment. MThe problem in this research is whether there is a direct influence of Strategic Recruitment, Empowerment Strategy and Change Management Strategy on Personnel Performance? and whether there is an indirect effect of Recruitment Strategy and Empowerment Strategy on Personnel Performance mediated by Change Management Strategy?.As for the purposein this study is to analyze the direct effect of Strategic Recruitment, Empowerment Strategy and Change Management Strategy on Personnel Performance and to determine the indirect effect of Recruitment Strategy and Empowerment Strategy on Personnel Performance mediated by Change Management Strategy.

2.1 LITERATURE REVIEW

2.1.1. Human Resources Recruitment Strategy
Strategy can be understood as a set of steps that must be carried out to achieve goals more easily and result in more perfect achievement of goals. And this strategy is continuously increasing and continuous, namely by achieving long-term goals and to achieve excellence in every competition between institutions or organizations (Muspawi, M., 2018).

Various definitions of HR recruitment from various HR experts. The following are some definitions of recruitment. Recruitment is the number and categories of employees required which are specified in employee planning or formal HR management. Recruitment is prepared through a detailed recruitment plan, and the job requirements are presented in the form of a requirement intended for employees who will fill new vacancies, or because there are employees who resign or retire, and or due to expansion of new work areas or areas that require new employees. . Short-term demands put HR under pressure to recruit candidates quickly. Requirements set out in the form of job descriptions or role profiles and employee specifications.

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Sinambela (2016: 120) explains the definition of recruitment as a series of processes carried out to find job applicants with the abilities, skills and knowledge needed by the organization to meet the HR needs planned by the organization. Based on some of the opinions above, recruitment can be understood as the process of finding, finding, and attracting applicants to be employed in occupying a job position by an organization. Recruitment is a two-way communication process. Applicants want accurate information about what it's like to work in the organization in question. Recruitment is a process of attracting other people at a certain time with the appropriate qualifications to apply for jobs to companies (Yovita and Setiawan, 2016: 181).

Based on several definitions of these various definitions, it can be concluded that what is meant by recruitment is a series of processes carried out to find job applicants with the abilities, skills, and knowledge needed by the organization to meet the planned HR needs of the organization.Organizations desperately want accurate information about what applicants will look like when they are hired. And the recruitment strategy is the stages carried out in attracting prospective workers or employees to carry out the mission of the organization or institution (Muspawi, M., 2018).

2.1.2. Human Resource Empowerment Strategy

According toWiyanti Wahyuni, NIM (2018). Community empowerment or HR as a strategy has now been widely accepted, and has even developed in various literatures in the western world. Community empowerment is a concept of economic development that encapsulates social values. This concept reflects the new paradigm of development, which is people-centered, participatory, empowering, and sustainable. Conceptually, community empowerment is an effort to increase the dignity of the layers of society who are in poor condition. now unable to escape the trap of poverty and underdevelopment. In other words, empowering is enabling and empowering the community. Community empowerment is an effort to make the community independent through the realization of the potential abilities they have.

According to Shamadiyah, N. (2017) The community empowerment strategy is the initial stage of all empowerment activities, because the initial stage can determine the category of the local community and the pattern of empowerment that will be carried out. There needs to be a change in the mindset of the community regarding the arrangement of the residential environment, because if the residential environment is well organized, the community will also benefit. Among others, such as residential areas and The riverbanks do not look slum anymore, sanitation functions well, the availability of clean water is sufficient, the health status of the community increases, and it can improve the community's economy. The readiness of the local government and the community is still needed as an effort to build the community and manage the local environment so that there is synergy and program synchronization. According to Ismawan (Priyono, 1996) in Mardikanto and Soebianto (2017: 170) stipulates the existence of 5 (five) empowerment strategy programs consisting of: human resource development, group institutional development, cultivating community capital, productive business development and community empowerment. provision of appropriate information.

According to Pratiwi, H. (2017). The context of empowerment actually contains an element of participation, namely how the community or human resources are involved in the development process and the right to enjoy the results of development. Because it is undeniable that the occurrence of development is due to human existence. Community empowerment can be realized through the active participation of the community which is facilitated by the existence of empowerment actors. Thus, community empowerment should lead to the formation of a better community cognitive. Cognitive conditions are essentially the ability to think based on the knowledge and insight of a person or society in order to find solutions to the problems at hand.

According to Widiawati. (2018).Empowerment is the relationship between employees and management to build trust. Some of these definitions, the researcher will provide an empowerment perspective. According to Suwatno and Priansa in their book Human Resource Management in Public and Business Organizations (2016), which are as follows: HR empowerment is managed with three perspectives, namely: performance management perspective, training and development perspective, and career management and career development perspective. Each of these perspectives is a more specific HR management function and becomes the context of linkage for HR empowerment

2.1.3. Change Management Strategy

Change is something that often happens by itself without realizing it. Change has benefits for the survival of an institution/organization, without change, the age of the organization will not last long. The change aims so that the organization does not become static but remains dynamic in the face of the times, technological advances and in the field of health services is to increase patient awareness of quality services. Changes can be divided into two types, namely unplanned changes and planned changes. Unplanned changes consist of changes due to developments (Developmental Changes) and sudden changes (Accidental Changes), while planned changes are changes that are intentional/even engineered by the management. Changes that are made

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intentionally, are mostly carried out on their own accord, so that the change process is mostly attempted by the system itself. In fact, we often think about change, even though at that time, change is happening.

According to Wibowo (2008:9) Change is making something different, change is a shift from the current state of an organization to the desired state in the future with the following factors: a. Internal factors, are factors that originate in the community itself. These factors feel the need for perceived change. therefore, every organization faces a choice between changing or dying under pressure from the forces of change. Internal factors within the organization can also be a driver for the need for change b. External factors, are factors originating from outside the institution/organization, namely all factors originating from outside the organization that can affect the organization and organizational activities, such as: economics, politics, law, technology, culture,

Change management is the process, tools, and techniques for managing the people of the change process, to achieve the required results, and to bring about change effectively within individuals, teams, and broad systems. Change Management indicators consist of: a. Changes in organizational structure, b. Technological changes, c. Changes in individuals

There are several types of change management strategies. The types of change management strategies include:
a. Political strategy: An understanding of the power structure contained in the social system.
b. Economic Strategy: Understanding of holding positions in managing economic resources, namely holding key positions in the planned change process.
c. Academic Strategy: Understanding that every human being is rational, that is, everyone will actually be able to accept change, when he is presented with data that can be accepted by common sense (Ratio).
d. Engineering Strategy: Understanding that every change concerns every human being.
e. Military Strategy: Understanding that change can be done by force/coercion.
f. Confrontation Strategy: Understanding if an action can anger someone, then that person will change.
g. Applied behavioral science Model: Understanding of behavioral science.
h. Followship Strategy: Understanding that change can be made can be done by developing the principle of following.

2.1.4. Personnel Performance

Performance is very important and must be considered by all management, both at the level of small and large organizations. The work achieved by the organization or employees is a form of accountability to the organization. Performance is usually perceived as the achievement of organizational goals, it is clear that there must be significant overlap between performance measurement and management control systems. Both systems have the same ultimate goal in supporting the achievement of organizational goals (Ladislav Siska, 2015). Performance comes from job performance as a result of work or work performance. Employee performance is often interpreted as the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the vision, mission and goals of the organization.

According to Mangkunegara (2016: 67) where performance comes from the word Job Performance (work achievement or actual achievement achieved by someone) which is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is performance or performance. Performance can also be interpreted as work performance or work implementation or performance results. According to August W. Smith stated that: "Performance is output derives from processes, human otherwise," Performance is the result of a process carried out by humans. Based on this, performance or work performance is the result achieved by a person according to the applicable standards, within a certain period of time, with regard to work and behavior and actions.

Performance is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Simanjuntak in Widodo (2015:131) also suggests that performance is the level of achievement or results of a person's work from targets to be achieved or tasks to be carried out within a certain period of time.

According to Wibowo (2011: 18) Performance is very important for an organization or company formed to achieve a certain target. Which is the achievement of these tasks that can show the work or performance of the organization. Meanwhile, according to Moeheriono (2012:139) states that assessment factors are aspects that are measured in the individual work assessment process. The assessment factor consists of four aspects, namely as follows: 1) Work results, namely the success of employees in carrying out work (output) is usually measurable, how much has been produced, how much is there, and how much

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Is the increase. 2) Behavior, namely aspects of employee behavior in carrying out work, how to service, politeness, attitude, and behavior both towards fellow employees and to customers 3) Attributes and compensation,

2.2. CONCEPTUAL FRAMEWORK

In relation to the importance of the influence of recruitment strategies, HR development strategies on personnel performance mediated by change management strategies, to provide an overview in this study, the following is the conceptual framework of the research.
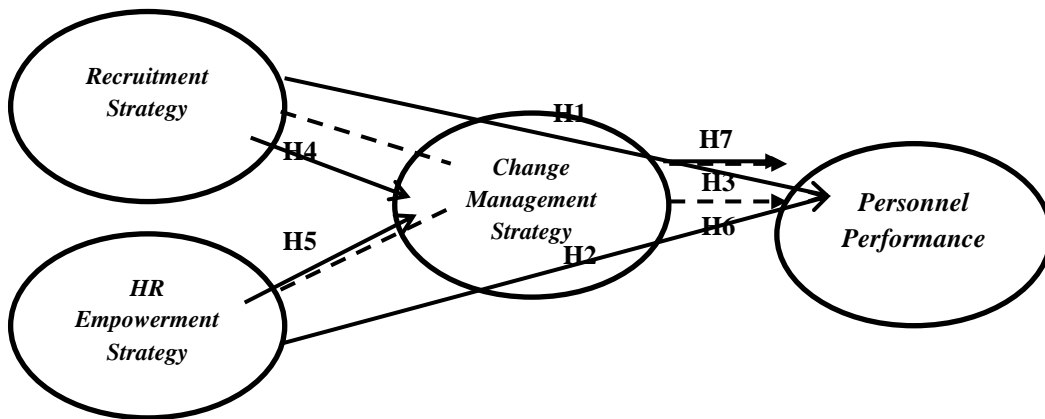

Figure 2.1. Research Framework (Research Framework)
Source: Data processed by 2021 research

2.3 DEVELOPMENT OF RESEARCH MODELS AND HYPOTHESES

The development of the hypothesis in this study is as follows:

H1: There is an effect of Recruitment Strategy on Change Management Strategy

H2: There is an influence of HR Empowerment Strategy on Change Management Strategy

H3: There aret influence*Recruitment Strategy*on Personnel Performance

H4: There is an effect*HR Empowerment Strategy*on Personnel Performance

H5: There is an effect*Change Management Strategy*on Personnel Performance

H6: There is an effect*Recruitment Strategy*on Personnel Performance mediated Change Management Strategy

H7: There is an effect*HR Empowerment Strategy*on Personnel Performance mediated by Change Management Strategy

RESEARCH METHODS

3.1. Research Design

Based on the strategy in conducting research, this research uses survey research, which uses data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses an individual analysis unit, which is to collect data from each individual. Based on time, this research uses cross sectional studies, that is, data collected only once in a daily, weekly or monthly period in order to answer research questions (Sekaran and Bougie, 2013).

3.2. Population and Sample

The population in this study is intelligence personnel, which are all intelligence personnel in the Marine Corps, totaling 22,500 personnel. To determine the number of samples, the researcher cites the opinion of Hair et al (2010), namely the number of samples is at least 5-10 times the number of indicators. Hair et al (2010) also suggested that the appropriate sample size ranged from 100-200 respondents. In this study, from 4 variables there were 29 indicators so that the number of samples taken was at least 5 times the number of 29 indicators, so a sample of 145 respondents was obtained which was considered sufficient to represent the population.

3.3. Variable Operational Definition

A research variable is an attribute or nature of a person, object or activity that has a certain variation determined by the researcher to be studied and conclusions drawn. The variables in this study are: The independent variable is the Recruitment Strategy and HR Empowerment Strategy and the dependent variable is the Personnel Performance and the mediating variable is the Change Management Strategy

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Analysis Models and Data Analysis Techniques

The selected data is then coded according to the variables and variable classification, then tabulated using Excel software. Descriptive statistical analysis is used in analyzing data by describing or describing the data that has been collected. According to Ghozali (2009) this analysis aims to provide an overview or describe the data in the variables seen from the average (mean), minimum, maximum and standard deviation values. Descriptive statistics are statistics used to describe data into clearer and easier-to-understand information that provides an overview of the research in the form of the relationship of the proxied independent variables.

Before the data from the questionnaire results are used in the analysis for model development, the validity and reliability of the instrument is first tested. The constructs or variables used in the development of the model must be generated from valid and reliable instruments or measuring instruments. The measurement model was carried out to assess the validity and reliability of the model. It is said to be valid if the instrument, technique or process used to measure a concept actually measures the concept in question (Sekaran, 2003), while reliability or reliability shows the consistency and stability of the measurement instrument (Sekaran, 2003).To measure the level of reliability of an instrument in this study used Cronbach's Alpha technique.

The second step is the data analysis stage, using the method of the Stuctural Equation Model (SEM). The software used for structural analysis is SmartPLS 3.0. For testing the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics that will be used for discussion purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis using a statistical program that is SmartPLS 3.0.

The next analysis is to determine the suitability of the model by evaluating various goodness of fit criteria. According to Widarjono (2010), to evaluate the overall suitability of the model includes Chi-Squars, Goodnees-Of-Fit Index (GFI), Adjusted Goodness-Of-Fit Index (AGFI), and Root Mean Square Error (RMSR).

Research Results and Discussion

This chapter describes the results of the data analysis that has been carried out based on the research methods described in the previous chapter. The discussion of this chapter begins with an explanation of the demographics of the respondents, description of respondents' perceptions,the results of data processing and analysis, and ends with the conclusions obtained based on the data analysis that has been carried out.

4.1 RESEARCH RESULT

4.1.1 Description of Respondent Data

At this stage, an analysis of the respondent's profile and other information is carried out, as stated in the first part of the questionnaire. The analysis is carried out one by one based on the questions in the questionnaire and the discussion begins with the data obtained from the respondents.

Based on the results of data collection through the distribution of questionnaires to the respondents, it can be seen the characteristics of each respondent byIt is hoped that this information can be used as input for leaders and all stakeholders in the company. The characteristics of the respondents that have been determined consist of three characteristics, namely (1) Gender, (2) Age, (3) Education, and (4)Rank.

Table 4.1. Demographic Characteristics of Respondents

No	Demographic Characteristics	Amount	Percentage
1	**Gender**		
	Man	98	67.6
	Woman	47	32.4
2	**Age**		
	26 – 35 years old	25	17.2
	36 - 45 years old	65	44.8
	46 – 55 years old	35	24.1
	56 – 65 years old	20	13.8
3	**Education**		
	D3	60	41.4
	S1	60	41.4
	S2	20	13.8
	S3	5	3.4

4	Rank		
	Lieutenant	25	17.2
	Captain	30	20.7
	Major	30	20.7
	Lieutenant Colonel	30	20.7
	Colonel	25	17.2
	Brigadier General	5	3.4
	Total	**145**	**100**

Based on table 4.1, in terms of gender, it is known that the number of male respondents is more than female, namely 98 men (67.6%) and 47 women (32.4%), this shows that male respondents are more dominant than women. , because most of the work done in the field and in unsafe locations and sometimes uncertain times due to the demands of the assignment. Based on age, it is known that most of the respondents' ages are between 36 - 45 years, as many as 65 (44.8%) respondents, this shows that this age includes the age of maturity and maturity in carrying out tasks so that they are more mature and easy to make adjustments in decision making and the smallest respondents are in the 56-65 years, namely as many as 20 (13.

Based on education, it is known that most of the respondents' education is at D3 andBachelor degree)ie each as many as 60 (41.4%) of these respondents indicate that the quality of the respondents is good because at this level of education the ability to analyze and contribute to the implementation of decision making is very necessary and the smallest respondents are atS3namely as many as 5 (3.4%) respondents who are education which is usually more owned by the dominant leader in planning and strategy making. Based on the rank, it is known that most of the respondent's rank are Captain,Major and Lieutenant Colonelthat is each as many as 30 (20.7%) respondents this is because the assignment is more in the field and it takes a strong and resilient workforce in large numbers and the smallest respondents are in the field.Brigadier Generalnamely as many as 5 (3.4%) respondents whose assignments were not as many as the rank of the pamen.

4.1.2 Description of Statistics

Descriptive analysis was used to determine the characteristics of the respondents' responses to the variables used in the study. Statistical measures used in the descriptive statistical analysis of this study were the number of respondents, minimum value, maximum value, mean and standard deviation (SD).

a. HR Recruitment Strategy

The scale used to see respondents' perceptions of the HR Recruitment Strategy is a Likert scale with a range of 1 - 5.Based on the results of the data analysis of respondents' responses to the HR Recruitment Strategy variable using SPSS 25, then through 6 statements obtained results that show that the average HR Recruitment Strategy variable data has an average score3.88which is in the good category. This shows that in general, respondents perceive HR Recruitment Strategy well in the Marine Corps Sintel.

b. HR Empowerment Strategy

The scale used to see respondents' perceptions of the HR Empowerment Strategy is a Likert scale with a range of 1 – 5.Based on the results of the data analysis of respondents' perceptions of the HR Empowerment Strategy variable using SPSS 25, then through 8 statements obtained results that show that the average HR Empowerment Strategy variable data has an average score3.89which is in the good category. This shows that in general, respondents perceive HR Empowerment Strategy well in the Marine Corps Sintel.

c. Change Management Strategy

The scale used to see respondents' perceptions of the Change Management Strategy is a Likert scale with a range of 1 - 5.Based on the results of the data analysis of respondents' responses to the Change Management Strategy variable using SPSS 25, then through 5 statements obtained results that show that the average Change Management Strategy variable data has an average score.4.04which is in the very good category. This shows that in general, respondents perceive Change Management Strategy very well in the Marine Corps Sintel.

d. Personnel Performance

The scale used to see respondents' perceptions ofPersonnel Performanceis a Likert scale with a range of 1 - 5.Based on the results of the data analysis of respondents' perceptions of the Personnel Performance variable using SPSS 25, then through 10 statements obtained results which show that the average Personnel Performance variable data has an average score.3.98which is in the good category.

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4.1.3   Structural Equation Models and Hypotheses

Furthermore, the full SEM model of testing the parameter (loading factor/indicator coefficient) will be presented on the exogenous and endogenous models. This test is intended to determine the strength of the indicators of each latent variable (construct).

This analysis measures the t-value and coefficient of structural equations. By testing the t-value is greater than 1.96. The t-value of the coefficients/parameters and the coefficients/parameters (estimates) can be seen in the table below. On the results of data analysis using the Structural Equation Model (SEM) method and by using the LISREL 8.80 application software processing tool, a summary of the model suitability index is obtained as shown in Table 4.16 below:

Table 4.16. Model Fit Index

Goodness of fit index	Criteria (cut-off value)	Results	Conclusion
X^2 - Chi-square	Expected small	786.41	
Significance probability	< 0.05	0.000	Model doesn't fit
RMSEA	0.1	0.088	Model fit
NFI	0.90	0.95	Model fit
NNFI	0.90	0.97	Model fit
PNFI	0.90	0.93	Model fit
CFI	0.90	0.97	Model fit
IFI	0.90	0.97	Model fit
RFI	0.90	0.94	Model fit

Source: processed data

Based on Table 4.16 above, there are seven model suitability indices obtained that have a good model suitability index (good fit), namely: RMSEA, NFI, NNFI, PNFI, CFI, IFI and RFI. Thus, it can be continued in the next analysis.

Furthermore, based on Figure 4.5, Figure 4.6 and Figure 4.7 there are results that contain information about the estimation results from structural equations or equations from structural models. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on another latent variable. The resulting structural model equation is as follows:

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Structural Equations

SMP = 0.32*SR + 0.55*SP, Errorvar.= 0.42 , R² = 0.58
(0.081) (0.088) (0.078)
3.91 6.18 5.36

KP = 0.43*SMP + 0.20*SR + 0.35*SP, Errorvar.= 0.27 , R² = 0.73
(0.091) (0.067) (0.083) (0.044)
4.69 2.96 4.20 6.14

Indirect Effects of KSI on ETA

SR SP

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KP 0.14 0.23
(0.04) (0.06)
3.05 3.96
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Coefficient or parameter values. This value is a previously estimated value that is used as a comparison of the t-value to test the hypothesis of the study. The results of this evaluation can be summarized in the table below accompanied by the assumptions of the hypotheses of the research model as follows:

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Table 4.17. Hypothesis testing

Hypothesis	Path	Estimate	t-value	Conclusion
H1	HR Recruitment Strategy → Personnel Performance	0.20	2.96	Received
H2	HR Empowerment Strategy → Personnel Performance	0.35	4.20	Received
H3	HR Recruitment Strategy → Change Management Strategy	0.32	3.91	Received
H4	HR Empowerment Strategy → Change Management Strategy	0.55	6.18	Received
H5	Change Management Strategy → Personnel Performance	0.43	4.69	Received
H6	HR Recruitment Strategy → Change Management Strategy → Personnel Performance	0.14	3.05	Received
H7	HR Empowerment Strategy → Change Management Strategy → Personnel Performance	0.23	3.96	Received

Source: Processing Results with LISREL 8.80

The following is an explanation of the calculation results of the direct, indirect and total effects.

Table 4.18. Calculation Results of Direct, Indirect and Total Effects

Variable	Great Influence			
	Direct	Indirect	Information	Total
HR Recruitment Strategy	0.20	0.14 (t= 2.96)	Through Change Management Strategy	0.34 (t= 4.72)
HR Empowerment Strategy	0.35	0.23 (t= 4.20)	Through Change Management Strategy	0.58 (t= 7.28)

4.2 DISCUSSION OF RESEARCH RESULTS

Below, a more detailed discussion of the research results will be described based on the formulation of the problem as follows:

4.2.1. The Influence of HR Recruitment Strategy on Personnel Performance.

Based on the results obtained, it is known that HR Recruitment Strategy has a direct effect on Personnel Performance with a t-value of 2.96 (t-value> 1.96), which means the first hypothesis is accepted. The large influence of HR Recruitment Strategy on Personnel Performance is 0.20. The influence of HR Recruitment Strategy on Personnel Performance is positive and significant. It means that the higher/positive HR Recruitment Strategy, the higher/positive Personnel Performance means that the more respondents feel thatThe source of the Marine Corps Sintel personnel is obtained from within with an intelligence background, and the recruitment process is in accordance with the job description at the Marine Corps Sintel,the more respondents feel thatpersonnel are responsible for making decisions on tasks performed, completing tasks with full accuracy so as to avoid mistakes, and cooperating with full cohesiveness in completing work or tasks..

4.2.2. The Influence of HR Empowerment Strategy on Personnel Performance.

Based on the results obtained, it is known that the HR Empowerment Strategy has a direct effect on Personnel Performance with a t-value of 4.20 (t-value > 1.96), which means that the second hypothesis is accepted. The large influence of HR Empowerment Strategy on Personnel Performance is 0.35.

The influence of HR Empowerment Strategy on Personnel Performance is positive and significant. It means that the higher/positive HR Empowerment Strategy, the higher/positive Personnel Performance means the more respondents feel thatthe organization always provides information openly, so that every personnel obtains the required information, the effectiveness of the working group provides added value in every personnel task completion, and the effectiveness of the working group provides hope in each task completion and goal achievement., the more respondents feel thatpersonnel are responsible for making decisions on tasks performed, completing tasks with full accuracy so as to avoid mistakes, and cooperating with full cohesiveness in completing work or tasks..

4.2.3. The Influence of HR Recruitment Strategy on Change Management Strategy.

Based on the results obtained, it is known that the HR Recruitment Strategy has a direct effect on the Change Management Strategy with a t-value of 3.91 (t-value> 1.96), which means the third hypothesis is accepted. The partial influence of the HR Recruitment Strategy on the Change Management Strategy is 0.32. The influence of HR Recruitment Strategy on Change Management Strategy is positive and significant. It means that the higher/positive the HR Recruitment Strategy, the

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higher/positive the Change Management Strategy means the more respondents feelThe source of the Marine Corps Sintel personnel is obtained from within with an intelligence background, and the recruitment process is in accordance with the job description at the Marine Corps Sintel, the more respondents feelThe Work Unit promotes old personnel to replace retired personnel or other tasks and with the replacement of old equipment into new equipment with more sophisticated technology, the number of activities increases and makes personnel performance better..

4.2.4. The Influence of HR Empowerment Strategy on Change Management Strategy.

Based on the results obtained, it is known that the HR Empowerment Strategy has a direct effect on the Change Management Strategy with a t-value of 6.18 (t-value > 1.96), which means that the fourth hypothesis is accepted. The partial influence of the HR Empowerment Strategy on the Change Management Strategy is 0.55. The influence of HR Empowerment Strategy on Change Management Strategy is positive and significant. It means that the higher/positive the HR Empowerment Strategy, the higher/positive the Change Management Strategy means the more respondents feel thatthe organization always provides information openly, so that every personnel obtains the required information, the effectiveness of the working group provides added value in every personnel task completion, and the effectiveness of the working group provides hope in each task completion and goal achievement., the more respondents feelThe Work Unit promotes old personnel to replace retired personnel or other tasks and with the replacement of old equipment into new equipment with more sophisticated technology, the number of activities increases and makes personnel performance better..

4.3.5 Effect of Change Management Strategy on Personnel Performance.

Based on the results obtained, it is known that the Change Management Strategy has a direct effect on Personnel Performance with a t-value of 4.69 (t-value> 1.96), which means the fifth hypothesis is accepted. The partial effect of Change Management Strategy on Personnel Performance is 0.43. The influence of Change Management Strategy on Personnel Performance is positive and significant. It means that the higher/positive the Change Management Strategy, the higher/positive the Personnel Performance means the more respondents feel thatThe Work Unit promotes old personnel to replace retired personnel or other tasks and with the replacement of old equipment into new equipment with more sophisticated technology, the number of activities increases and makes personnel performance better., the more respondents feel thatpersonnel are responsible for making decisions on tasks performed, completing tasks with full accuracy so as to avoid mistakes, and cooperating with full cohesiveness in completing work or tasks..

4.3.6. The Influence of HR Recruitment Strategy on Personnel Performance mediated by Change Management Strategy.

Based on the results obtained, it is known that the indirect influence of HR Recruitment Strategy on Personnel Performance through Change Management Strategy is 0.14 and the t-value is 3.05 (t-value > 1.96), which means the sixth hypothesis is accepted. The mediating effect of Change Management Strategy between HR Recruitment Strategy and Personnel Performance is positive and significant. It means that the higher/positive the Change Management Strategy, the stronger the influence of the HR Recruitment Strategy on Personnel Performance, meaning that the more respondents feel thatThe source of the Marine Corps Sintel personnel is obtained from within with an intelligence background, and the recruitment process is in accordance with the job description at the Marine Corps Sintel, then it strengthens forThe Work Unit promotes old personnel to replace retired personnel or other tasks and with the replacement of old equipment into new equipment with more sophisticated technology, the number of activities increases and makes personnel performance better, so that ultimately personnel are responsible for every decision making. for the tasks performed, complete the task with full accuracy so as to avoid mistakes, and cooperate with full cohesiveness in completing the work or task..

4.3.7. The Influence of HR Empowerment Strategy on Personnel Performance mediated by Change Management Strategy.

Based on the results obtained, it is known that the indirect effect of HR Empowerment Strategy on Personnel Performance through Change Management Strategy is 0.23 and the t-value is 3.96 (t-value > 1.96), which means the seventh hypothesis is accepted. The mediating effect of Change Management Strategy between HR Empowerment Strategy and Personnel Performance is positive and significant. It means that the higher/positive the Change Management Strategy, the stronger the influence of the HR Empowerment Strategy on Personnel Performance, meaning that the more respondents feel thatthe organization always provides information openly, so that every personnel obtains the required information, the effectiveness of the working group provides added value in every personnel task completion, and the effectiveness of the working group provides hope in each task completion and goal achievement., then the moreThe Work Unit promotes old personnel to replace retired personnel or other tasks and with the replacement of old equipment into new equipment with more sophisticated technology, the number of activities increases

and makes personnel performance better., so that in the endpersonnel are responsible for making decisions on tasks performed, completing tasks with full accuracy so as to avoid mistakes, and cooperating with full cohesiveness in completing work or tasks.

5.1 RESEARCH CONCLUSION

From the results of testing the direct or indirect influence through mediation, it is known that the general research conclusions are There areThere is a direct influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance and there is a direct influence of Change Management Strategy on Personnel Performance and there is an indirect influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance mediated by Change Management Strategy. Of the seven hypotheses proposed, all of them proved to be accepted, namely that there was a direct or indirect influence. Change Management Strategy plays a very important role as mediation in increasing the influence of HR Recruitment Strategy and HR Empowerment Strategy on Personnel Performance.

Based on the research objectives, the results of hypothesis testing and the discussion in the previous chapter, it can be concluded in detail some of the research results as follows:

1. There is a positive and significant influence of HR Recruitment Strategy on Personnel Performance. This shows that a significant positive increase in the HR Recruitment Strategy will result in an increase in Personnel Performance. Sintel Marine Corps by carrying out HR recruitment strategies that are right on target in accordance with their objectives will have an impact on improving the performance of personnel in carrying out their duties

2. There is a positive and significant influence of the HR Empowerment Strategy that is positive and significant on the Performance of the Marine Corps Sintel Personnel. This shows that a significant positive increase in the HR Empowerment Strategy will result in an increase in Personnel Performance. Empowerment carried out by the Marine Corps Sintel to personnel will affect the performance of personnel in completing the tasks they carry out.

3. There is a positive and significant influence of HR Recruitment Strategy on Change Management Strategy. This shows that a significant positive increase in the HR Recruitment Strategy will result in an increase in the Change Management Strategy. The use of the recruitment strategy carried out by the Marine Corps Sintel which continues to be improved and refined will have an impact on the management of changes in governance and the mindset of its personnel in carrying out their duties.

4. There is a positive and significant influence of the HR Empowerment Strategy on the Marine Corps Sintel Change Management Strategy. This shows that a significant positive increase in the HR Empowerment Strategy will result in an increase in the Change Management Strategy. The HR empowerment strategy carried out by the Marine Corps Sintel through education and training programs will have an impact on change management in the organization and its personnel.

5. There is a positive and significant influence of the Change Management Strategy on the Performance of the Marine Corps Sintel Personnel. This shows that there is a significant positive increase in the Change Management Strategy on the dominant dimension, namely the*Knowledge Acquisition* will result in increased Personnel Performance. Change management carried out by the Marine Corps Sintel will improve the performance of personnel in carrying out and carrying out the tasks they are given

6. There is a positive and significant influence of HR Recruitment Strategy on Personnel Performance mediated by Change Management Strategy. This shows that there is a positive and significant improvement in the effectiveness of the Change Management Strategy on the dominant dimension, namely the*Knowledge Acquisition*will result in an increase in the influence of HR Recruitment Strategy on the Performance of the Marine Corps Sintel Personnel and the results of this study are new compared to the results of previous studies that can increase the influence of the HR Recruitment Strategy on the Performance of the Marine Corps Sintel Personnel l.

7. There is a positive and significant influence of HR Empowerment Strategy on Personnel Performance mediated by Change Management Strategy. This shows that there is a significant positive improvement in the effectiveness of the Change Management Strategy on the dominant dimension, namely the*Knowledge acquisition*will result in an increase in the influence of HR Empowerment Strategy on Personnel Performance and the results of this study are new compared to the results of previous studies which can increase the influence of HR Empowerment Strategy on the Performance of Marine Corps Sintel Personnel.

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