

Implementation of Recruitment, Training, and Work Environment Systems on Employee Performance at the BNN Office of Labuhanbatu Utara Regency

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Abstract

This study was conducted to analyze the effect of the recruitment system, training, and work environment on employee performance at the BNN Office in North Labuhanbatu Regency. This study uses quantitative methods, with several analytical techniques such as classical assumption test, multiple linear regression test, hypothesis testing, and coefficient of determination. The results of the analysis of this study indicate that simultaneously and partially the independent variables have a positive and significant effect on the dependent variable, as evidenced by the recruitment variable (X1) has a valuetcount (3.28) > ttable (1.70) with a significant value less than the probability value of 0.05 or a significant value of 0.003 < 0.05, thus it can be concluded that the recruitment variable (X1) has a positive and significant effect on employee performance. Training (X2) has a value of tcount (2.53) > ttable (1.70) with a significantly smaller value than the probability of 0.05 or 0.017 < 0.05, thus it can be concluded that training (X2) has a positive and significant effect on employee performance. The work environment (X3) has a value of tcount (4.63) > ttable (1.70) with a significantly smaller value than the probability of 0.05 or 0.000 < 0.05, thus it can be concluded that the work environment (X3) has a positive and significant effect on employee performance. . The F test results show the Fcount value of 13.83 > Ftable 2.93 with a significance value of 0.000 < 0.05. From these results, it can be concluded that recruitment (X1), training (X2), and work environment (X3) together have a positive and significant effect on employee performance (Y).

Keywords

recruitment system; training, work environment; employee performance



I. Introduction

The increasingly competitive world of business requires organizations to maintain their existence in order to remain competitive and maintain their survival. For this reason, organizations need to make extra efforts in achieving their vision, mission, and goals. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). One of the goals of the organization is to achieve performance above the predetermined targets, to achieve these goals, of course, it requires adequate human resources. Adequate human resources can be obtained through the recruitment process. Recruitment is considered a fundamental function of human resource management, it represents a comprehensive program to select, attract and acquire sufficient candidates for temporary or permanent jobs in the organization, Recruitment is a program that can select and produce several employees from a set of qualified candidates to apply for jobs in an organization (Alansaari, et al, 2019: 171). At this time recruitment has

become the center of attention for several organizations, because increasing competition makes it necessary for organizations to get the right candidate and according to the position needed. Finding the right employees is a big problem and challenge for the organization, for that it is necessary to design for the recruitment process. The recruitment process refers to the art of attracting and selecting candidates for a job, which is done by developing strategies for recruiting the most suitable employees to attract qualified, interested, and ideally in sufficient quantities in a timely manner. At the North Labuhanbatu Regency BNN Office there are phenomena related to recruitment, such as the application of a closed recruitment method which results in information about recruitment not being widely distributed among the public, so that the recruitment process is more limited, and not many job applications are submitted, thus it will be more difficult to find employees who are competent and in accordance with what is needed by the organization, besides that the recruitment requirements are also not too specific, so it will be more difficult to find candidates who match the required qualifications.

In addition to recruitment, training also has a major influence on the performance produced by employees. Training is a development that is focused on the knowledge, skills and attitudes given to employees to be able to do work more effectively and efficiently (Guan, et al, 2017: 164). At the BNN Office, Labuhanbatu Utara Regency, regular training continues to be carried out according to a predetermined time, but there are still some problems related to the training, such as there are some old employees who are not able to keep up with the development of work processes that switch to a technology base, old employees are still working following the experience they have, they are reluctant to follow technological developments, this of course can slow down the work process,

Another dimension that can determine employee performance is the work environment. The work environment is defined as individuals or groups who are part of the organizational environment consisting of organizational members, as well as everything around where employees carry out their work, the work environment is a very important component in determining employee performance, a quality work environment can encourage the spirit from within employees to work better, which will then encourage employee performance, efficiency, motivation and also work performance (Panjaitan, 2017: 2). At the BNN Office of North Labuhanbatu Regency there are several phenomena related to the work environment, such as the lack of work facilities that are owned, it makes the completion of work slower because they have to take turns when using the necessary facilities, and it is seen that some workspaces have poor air circulation, this makes the workplace atmosphere less comfortable. In addition, it can also be seen that the relationship between fellow employees is not good, this then has an impact on not implementing a good team work system. All of these problems will certainly have an impact on the performance produced by employees. This then has an impact on not implementing a good team work system. All of these problems will certainly have an impact on the performance produced by employees. This then has an impact on not implementing a good team work system. All of these problems will certainly have an impact on the performance produced by employees.

II. Review of Literature

Recruitment is defined as a process to attract and attract qualified, competent, skilled, experienced, and capable people in an organization (Praise, et al, 2020: 4). Recruitment is a selection process that aims to find candidates to fully fill the jobs offered in sufficient quantity and quality, as well as to meet the expectations and requirements of the

organization, recruitment uses job analysis to select and identify the needs and requirements of the organization, it is related to the strategy adopted by the organization through resource management planning (Qudah, et al, 2014: 129). Anosh, et al (2014: 200) define recruitment as a process that produces a group of qualified people to apply for jobs in an organization.

Training is an activity carried out by an organization to improve and develop the attitudes, behavior, skills and knowledge of an employee which is then adjusted to the provisions of the organization (Ichsan, 2020: 71). Leatemia (2018: 3) defines training as an effort made to improve the quality of human resources, in its context training helps employees to understand a knowledge in order to improve the skills, skills, and attitudes needed by employees in fulfilling their obligations to the organization where they work. . According to Suryanto (2022: 62) training can be measured through the following indicators: 1) the objectives of the training; 2) targets, training must be determined with detailed and measurable criteria; 3) instructor, the instructors selected must be well versed in the training materials; 4) the material, the material delivered must be in accordance with the objectives of the training; 5) methods, training methods are adjusted to the type and participants of the training.

The work environment is described as the physical and emotional aspects of the workplace environment that encourage commitment, productivity, and job satisfaction, a conducive work environment plays an important role in increasing employee job satisfaction, especially in government-owned organizations (Akinwale, et al, 2020: 73). The opinion of Nitisemito quoted by Adha, et al (2019: 50) explains that the work environment is everything that is around employees that can affect employees in doing the work that is their responsibility. According to Elizar (2018: 51) the work environment can be measured through several dimensions as follows: 1) Workplace conditions, the indicators are air circulation, cleanliness and lighting; 2) Relationships between employees, the indicators are relationships with colleagues and relationships with leaders.

Employee performance is one of the factors that most influence organizational performance, the success of every organization depends on the behavior of its employees. Employee performance is defined as an activity that uses knowledge, skills, experience and abilities, to carry out the assigned mission effectively and efficiently (Qudah, et al, 2014: 129). Pahos, et al (2018: 3) defines employee performance as an achievement obtained from employee contributions in practical and measurable terms. Kalsoom (2018: 25) explained that employee performance can be measured through several dimensions, such as: 1) task performance, the indicator is that employees are able to implement technical development within the organization, employees carry out all activities related to organizational services, employees are able to apply technical procedures within the organization; 2) contextual performance, the indicators are, employees have interpersonal skills, employees have knowledge related to the social environment in the organization.

III. Research Method

This research was conducted at the BNN Office of North Labuhanbatu Regency, using quantitative methods. The population of this study were all employees at the BNN Office of North Labuhanbatu Regency, as many as 32 employees. The sampling technique in this study used a saturated sampling technique, because the population was relatively small or < 100. Data from this study were collected through several techniques such as interviews, observation, and also distributing questionnaires with a Likert scale which were distributed directly to all employees. North Labuhanbatu Regency BNN Office. The data is

then analyzed using several analytical techniques, such as the classical assumption test consisting of normality test, multicollinearity test, and heteroscedasticity test; multiple linear regression test, with equation $Y=a+X1+X2+X3$; hypothesis testing consisting of t test and F test; and coefficient of determination.

IV. Results and Discussion

Before distributing the questionnaires, validity and reliability tests were carried out in order to find out how valid the question items in the questionnaire were. The validity test in this study was conducted on 30 employees of the National Defense Agency of Labuhanbatu Regency, with significant criteria > 0.5 . Question items can be declared valid if they have a correlation value > 0.5 (Ghazali, 2018: 51).

Table 1. Validity Test Results

Variable	Total Correlation	Sig Criteria	Information
X1.1	,833	0.5	Valid
X1.2	,516	0.5	Valid
X1.3	,862	0.5	Valid
X1.4	,755	0.5	Valid
X1.5	,862	0.5	Valid
X2.1	,684	0.5	Valid
X2.2	,765	0.5	Valid
X2.3	,633	0.5	Valid
X2.4	,587	0.5	Valid
X2.5	,538	0.5	Valid
X3.1	,919	0.5	Valid
X3.2	,660	0.5	Valid
X3.3	,757	0.5	Valid
X3.4	,743	0.5	Valid
X3.5	,919	0.5	Valid
Y.1	,660	0.5	Valid
Y.2	,919	0.5	Valid
Y.3	,743	0.5	Valid
Y.4	,757	0.5	Valid
Y.5	,919	0.5	Valid

Information: *Sig Criteria < 0.5

Source: *Research Results*, 2022.

The reliability test was carried out to find out the fixed results of the consistent measurement of a question item when carried out with the same measurement tool, with an alpha value > 0.6 (Sugiyono, 2016: 130).

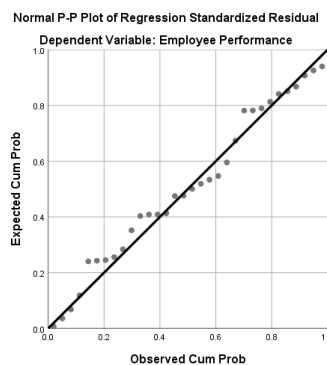
Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Recruitment	,752	Reliable
Training	,796	Reliable

Work environment	,802	Reliable
Employee Performance	,806	Reliable

Information: *Criteria CA > 0.6.
Source: Research Results, 2022.

Table 1 and Table 2 show that all question items on the questionnaire are valid and reliable, and the research questionnaire is feasible to be distributed. After the data is obtained, then an analysis of the data is carried out. The first analysis carried out is the classical assumption test. Classical assumption test consists of normality test, multicollinearity test, and heteroscedasticity test. The results of the normality test are loaded in Figure 1:



Source: Research Results, 2022.

Figure 1. Graphics P-Plot Normality test

Based on Figure 1, it can be concluded that the regression model in this study is normally distributed, it can be seen from the residual points of the regression model which spread following the diagonal line. Then a multicollinearity test was carried out on the data, the results of the multicollinearity test were loaded in Table 3:

Table 3. Multicollinearity Test Results

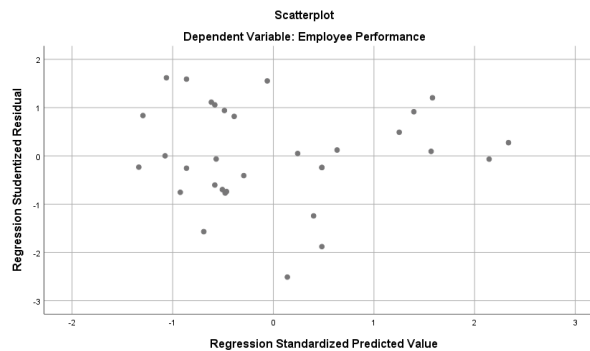
Coefficients ^a		Collinearity Statistics	
Model	Sig.	Tolerance	VIF
1 (Constant)			
Recruitment	.003	.942	1.062
Training	.017	.956	1.046
Work Environment	.000	.980	1.021

a. Dependent Variable: Employee Performance

Information: *p < 0.05.

Source: Research Results, 2022.

Table 3 shows the values of the three independent variables, where the VIF value is < 10 and the tolerance value is > 0.1. Based on these results, it can be stated that the data in this study did not experience symptoms of multicollinearity. Then the heteroscedasticity test was carried out with a scatterplot graph, the results of the heteroscedasticity test are shown in Figure 2:



Source: *Research Results, 2022.*

Figure 2. GraphicsScatterplot

Figure 2 contains a graph that has points that spread above and below the number 0 on the Y axis. This shows that the data from this study do not experience symptoms of heteroscedasticity. The next analysis is multiple linear regression analysis, with the following results:

Table 4. Multiple Linear Regression Test Results

		Coefficients ^a				
		B	Std Error	Beta	t	Sig.
1	(Constant)	13,587	5.892		2,306	.029
	Recruitment	.425	.129	.406	3.284	.003
	Training	.470	.185	.311	2,538	.017
	Work Environment	.668	.144	.561	4.634	.000

Information: *p < 0.05

Source: *Research Results, 2022.*

Table 4. Contains the results of multiple linear regression tests which can be described with the following explanation, the value of B in on recruitment (B1) of 0.425. The value of training (B2) is 0.470. The value of the work environment (B3) is 0.668 and the constant value (a) is 13,587. Based on this value, the following multiple linear regression equation was obtained: $Y = 13,587 + 0,425X_1 + 0,470X_2 + 0,668X_3$. The description of the multiple linear regression equation shows that the variables of recruitment, training, and work environment have a positive and significant effect on employee performance.

The hypothesis test consists of t test and F test. The t test is carried out to analyze the effect of the independent variable, namely recruitment (X1), training (X2), work environment (X3) partially on the dependent variable, namely employee performance (Y). The basis for making decisions on the t-test are: If $t_{count} > t_{table}$, then H_a is accepted and H_o is rejected, meaning that recruitment, training, and work environment have a positive and significant effect on employee performance. If $t_{count} < t_{table}$, then H_a is rejected and H_o is accepted, meaning that recruitment, training, and work environment have no positive and significant effect on employee performance. The equation for determining the value of t_{table} can be used as follows: $df = nk - 1 = 32 - 3 - 1 = 28$. After being calculated using this equation, it can be determined that the value of t_{table} is 1.70. The results of the t test are loaded in Table 5:

Table 5. t test results

		Coefficients ^a				
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	13,587	5.892		2,306	.029	
Recruitment	.425	.129	.406	3.284	.003	
Training	.470	.185	.311	2,538	.017	
Work Environment	.668	.144	.561	4.634	.000	

a. Dependent Variable: Employee Performance

Information: * $p < 0.05$

Source: Research Results, 2022.

Table 5 shows that recruitment (X1) has a value of $t_{count} (3.28) > t_{table} (1.70)$ which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability value of 0.05 or a significant value of $0.003 < 0.05$. Thus it can be concluded that the recruitment variable (X1) has a positive and significant effect on employee performance. Training (X2) has a value of $t_{count} (2.53) > t_{table} (1.70)$ which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability of 0.05 or $0.017 < 0.05$. Thus it can be concluded that training (X2) has a positive and significant effect on employee performance. The work environment (X3) has a value of $t_{count} (4.63) > t_{table} (1.70)$ which means H_a is accepted and H_o is rejected, while the significant value is less than the probability of 0.05 or $0.000 < 0.05$. Thus it can be concluded that the work environment (X3) has a positive and significant effect on employee performance.

The F test was conducted to test the independent variables, namely recruitment (X1), training (X2), and the work environment (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). The basis for making F-Test decisions are: If $F_{count} > F_{table}$, then H_a is accepted and H_o is rejected, meaning that recruitment, training, and work environment have a positive and significant effect on employee performance. If $F_{count} < F_{table}$, then H_a is rejected and H_o is accepted, meaning that recruitment, training, and work environment have no positive and significant effect on employee performance. As for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 3; 32 - 3 = 29$. After calculating using this equation, it can be determined that the value of F_{table} is 2.93. The results of the F test in this study can be contained in Table 6:

Table 6.F. Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151.388	3	50,463	13,837	.000 ^b
	Residual	102.112	28	3,647		
	Total	253,500	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Training, Recruitment

Information: * $p < 0.05$

Source: Research Results, 2022.

In Table 6. The results of the F test show the Fcount value of 13.83 > Ftable 2.93 with a significance value of 0.000 <0.05. From these results, it can be concluded that recruitment (X1), training (X2), and work environment (X3) simultaneously have a positive and significant effect on employee performance (Y). The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely recruitment (X1), training (X2), and work environment (X3) on the dependent variable, namely employee performance (Y). If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be contained in Table 7:

Table 7. Coefficient of Determination Test Results

Model Summary^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773a	.597	.554	1,910

a. Predictors: (Constant), Work Environment, Training, Recruitment

b. Dependent Variable: Employee Performance

Information: *p< 0.05

Source :*Research Results, 2022.*

Table 7. The results of the coefficient of determination test show that the Adjusted R Square value is 0.554, meaning that employee performance can be explained by the recruitment variables (X1), training (X2), work environment (X3) of 55.4%, while the remaining 44.6% can be explained by other variables not examined in this study.

Discussion

The results of the t-test of the recruitment variable (X1) have a value of tcount (3.28) > ttable value (1.70) which means Ha is accepted and Ho is rejected, with a significant value less than the probability value of 0.05 or 0.003 <0.05, Thus it can be stated that the recruitment variable has a positive and significant effect on employee performance at the BNN Office of North Labuhanbatu Regency. This is in line with previous research conducted by Wibowo (2018) with the title "The Effect of Recruitment and Placement of Employees on Employee Performance (Study at PT. Bank Syariah Mandiri Branch A. Yani Bandung). With the results of the study that recruitment has a positive and significant effect on employee performance. Thus, the better the implementation of the recruitment system, the higher the employee's performance.

Training (X2) has a tcount value (2.53) > ttable value (1.70) which means Ha is accepted and Ho is rejected, with a significantly smaller value than the probability value of 0.05 or 0.017 <0.05. It can be stated that the training variable (X2) has a positive and significant effect on employee performance at North Labuhanbatu Regency BNN Office. This is in line with the research conducted by Alhudhori (2018) with the title "The Effect of Training on Employee Performance at the Simpang Kawat Health Center Jambi City". The results of this study indicate that the employee training activities and the performance

of the Simpang Kawa Health Center are good. In addition, training has a significant effect on employee performance.

The work environment variable (X3) has a value of t_{count} (4.63) > t_{table} value (1.70) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$, it can be stated that the work environment variable (X3) has a positive and significant effect on employee performance at North Labuhanbatu Regency BNN Office. This is in line with research conducted by Budianto, et al (2015), with the title "The Influence of the Work Environment on Employee Performance at PT Perusahaan Gas Negara (PERSERO) Tbk SBU Distribution Jakarta Area". From the research results show that the work environment contained in the agency can have a positive and significant influence on employee performance.

Research analysis using the F test, obtained the F_{count} value of 13.83 > F_{table} 2.93 with a significance value of $0.000 < 0.05$. From these results, it can be concluded that recruitment, training, and work environment have a positive and significant effect on employee performance at the BNN Office of North Labuhanbatu Regency.

V. Conclusion

1. The recruitment system has a positive and significant effect on employee performance at the BNN Office of North Labuhanbatu Regency
2. Training has a positive and significant effect on employee performance at the North Labuhanbatu Regency BNN Office
3. The work environment has a positive and significant effect on employee performance at the BNN Office of North Labuhanbatu Regency
4. The recruitment system, training and work environment have a positive and significant effect on employee performance at the BNN Office of North Labuhanbatu Regency

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