

Effect of Recruitment, Selection and Work Environment on Employees' Work Performance of PT Heksa Artha Sakti, Bangkalan Branch

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Abstract

The purpose of the research was to study the effect of the recruitment independent variables, selection and environment on the employee's work performance of PT. Heksa Artha Sakti, Bangkalan Branch either separately or together. Determination of the effect by using the associative method used linear regression for 85 people population by using SPSS 26. Based on the results of previous research, it was found that recruitment, selection and work environment have a positive effect on employees' work performance and the influence in percent ranges are from 30 to 50%. Simple linear regression and multiple linear regression were determined after the research data met the validity, reliability, normality, multicollinearity and heteroscedasticity tests. The significance test for simple regression was performed by t-test. Meanwhile, the significance test for multiple regression was performed by the F-test. The t-test was done by comparing tcount and ttable. And the F-Test was done by comparing Fcount and Ftable. The results obtained are the influence in percent (%) for recruitment, (X1), selection (X2) and work environment (X3) separately is 51.0%, 46.9% and 38.1%. Meanwhile, the total effect is 55.6%.

Keywords

performance; recruitment; selection and work environment



I. Introduction

The purpose of this research was to determine the effect of recruitment, selection and work environment on the dependent variable of employee's work performance of PT. Heksa Artha Sakti of Bangkalan Branch. The results obtained by previous researchers have a positive effect on performance. The method used is the associative method using simple linear regression analysis techniques and multiple linear regression. The population in this research were all employees of PT. Heksa Artha Sakti of Bangkalan Branch, the total numbers of the employees are 85 people. Due to the development of information technology, communication and transportation, it causes very big changes in the business world. Therefore, the company prioritizes recruitment, selection and work environment so that PT. Heksa Artha Sakti of Bangkalan Branch will successfully dominate the market well, with optimal employees' work performance. Mardianto. (2014) stated that recruitment is defined as a process to get prospective employees who have the abilities that match the qualifications and needs of a company.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of

human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Rivai, (2013: 58) stated that recruitment is a process to get a number of quality human resources (employees) to occupy a position or job in a company. While selection is a series of activities carried out to decide whether an applicant is accepted or rejected, in a certain agency after undergoing a series of tests carried out. According to several previous researchers, the variables of recruitment, selection and work environment have a positive effect on employees' work performance where the influence in percent is around 40-50%. Samson, Waiganjo, & Koima, (2015); stated the work environment that is suitable for the continuity of employees' work and improving employees' work performance. Raziq & Maulabakhsh (2015) mentioned that a good work environment can improve employees' work performance. Based on the above statements, the writer intends to examine the effect of the three independent variables on employees' work performance either partially or simultaneously to be able to improve employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch.

Formulation of the Problems

1. Does recruitment affect the work performance of PT. Heksa Artha Sakti of Bangkalan Branch?
2. Does the selection affect the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch?
3. Does the work environment affect the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch?
4. Do recruitment, selection and work environment together affect the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch?
5. Can recruitment, selection and work environment improve the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch?

II. Review of Literature

2.1 Recruitment

Mardianto, (2014: 8) stated that recruitment is defined as a process to get prospective employees who have abilities that match the qualifications and the needs of a company. The implementation of recruitment can be carried out by using a closed method and an open method. With the open method, it is announced through advertisements in the mass media in order to get many applications, so that the opportunity to get good and reliable employees is greater. Dewi Fitrianti and Dodi Prasada (2021) stated that recruitment has a significant effect on employee's work performance and the influence in percent is 56.2%. Mukayan, Imam (2017) and Billy Renaldo Potale (2016) also has a positive influence on recruitment on employee's work performance. Yulasmi (2016) stated that recruitment has 7 dimensions, namely:

- a) Organizational policies, consist of number of formations are suitable with the company's needs, requirements are suitable with available positions and requirements are suitable with applicants candidates
- b. Recruitment planning, consist of clear form data, provision of adequate forms and timely submission of forms

- c. The implementation of the intelligence test consists of the test material according to the level of education of the candidates, the good room for the test and the time of the test is carried out on time
- d. The timing of the aptitude test consists of a clear assessment of the aptitude test, the suitability of the talent level with the position, the timing of the aptitude test is on time
- e. The implementation of the test consists of delivering interesting interviews and clear interview directions
- f. The implementation of the health test consists of test equipment that is based on the standards, a good place for implementation, health tests is in accordance with health quality standards
- g. The assessment of the results whether it is accepted or rejected consists of clear assessment criteria, the assessment is open and uses mass media

2.2 Selection

Selection is a series of activities carried out to decide whether an applicant is accepted or rejected in a particular agency after undergoing a series of tests carried out. Selection is more than just selecting the best people, but also selecting the appropriate set of knowledge, skills and abilities and is a package that exists in humans to obtain a match between what applicants want and what is needed by the company. Kasmir, (2016:101) stated that the selection process will get employees who will obey the rules and be loyal to the company. With the selection of employees after going through the selection process, it will get workers who are willing and able to work in accordance with their field of work. Sunyoto, (2012: 108) stated that selection is a series of activities carried out to select employees who are in accordance with the requirements that have been set. Selection stages are needed. Simamora (2014:202) stated that employee selection is the process of selecting from a group of applicants who best meet the selection criteria for available positions within the company. Pottale (2016) stated that selection is a material part of human resource management operations, namely procurement, while procurement itself consists of: planning, recruitment, selection, placement, and production. Pusparani (2018) stated that "Selection is the process of selecting individuals who have relevant qualifications to fill positions in an organization". Rivai and Ella (2010:61) stated that the dimensions and indicators of selection are:

- a. Preliminary acceptance is carried out through employees, prospective applicants to the personnel office, application requests.
- b. The selection technique consists of Interview, Psychologist Test, tests on matters related to work in Assessment centre, Biodata and Reference
- c. Acceptance tests of applicant's abilities, experience, personality, and job requirements
- d. Medical Evaluation includes an applicant's medical examination before hiring decisions are made.
- e. Interview The Direct Supervisor is ultimately the person in charge of the newly hired employees.
- f. Admission Decision.

2.3 Work Environment

The suitability of the work environment can improve employees' work performance. This statement is supported by Samson, Waiganjo, & Koima, (2015) which stated that the work environment has a very significant influence on employee performance and will improve employees' work performance. Raziq & Maulabakhsh (2015) mentioned that a good work environment can improve employees' work performance. Samson, Budianto &

Katini, (2017) stated that the dimensions of the work environment consist of a physical work environment and a non-physical work environment. Sedarmayanti (2013: 19) stated that the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. While the non-physical work environment is the state of the employee's work environment in the form of a harmonious work atmosphere where there is a relationship or communication between subordinates and superiors or vertical relationships and relationships between fellow employees. Furthermore Budianto & Katini, 2017 defined that the dimensions of the work environment are:

- a. Employee relations have good indicators of leadership ability and information distribution.
- b. Noise level of the environment has indicators of discomfort at work and a noisy atmosphere.
- c. Work regulations have indicators of good influence, career development and employees can work better and help work activities.
- d. Air circulation has adequate ventilation indicators, installation of fans or air conditioners, installation of humidifiers.
- e. Security has an indicator of Calm and Comfort

2.4 Work Performance

The dimensions and indicators used by the author are based on the theory from John Miner in Anwar Prabu Mangkunegara (2017:70) in Eric Hermawan (2022), namely:

- a. Quality is something related to the work process to work results that can be measured from the level of efficiency and effectiveness of a person in doing a job that is supported by other resources. The indicators are: neatness, accuracy and reliability.
- b. Quantity of work, quantity is the unit of the maximum amount or limit that must be achieved by workers within the time determined by the company leaders. The indicators of quantity are: timeliness, work results and job satisfaction.
- c. Cooperation, cooperation is the attitude and behaviour of every employee who establishes a cooperative relationship with the leaders or work colleague to complete the work together. The indicators of cooperation are: cooperation and compactness
- d. Responsibilities, responsibilities are matters related to the results of work that have been completed which must be accounted for by employees if there is still work that is not in accordance with the expectations of the leaders. The indicators of responsibility are: a. a sense of responsibility in making decisions b. utilizing facilities and infrastructure.
- e. Initiative, Initiative is all forms of movement from members to do work and solve problems. The indicators of initiative are: a. independence b. ability to work.

2.5 Previous Researchers

Samson, Budianto, & Katini (2017) mentioned that a suitable work environment for the continuity of employees' work and improving employee's work performance. Research shows that the work environment variable has a very significant influence on employee's work performance.

Lestary & Harmon (2018) work environment affects employees' work performance.

Raziq & Maulabakhsh (2015) mentioned that one of the good work environment is increasing production and employees' work performance which in turn will increase organizational effectiveness and can reduce costs incurred by the company.

Heizer & Barry (2015) described that the work environment as the physical environment where employees work that can affect their work performance, safety and quality of work life.

Josephine & Harjanti (2017) Work Environment affects employees' work performance; Yuliantari & Prasasti (2022) Work Environment affects employees' work performance.

Denok Sunarsi (2018) The Effect of Recruitment, Selection and Training on Employee's Productivity Recruitment, Selection and Training have an Influence on Productivity Together. Differences: previous researchers discovered the effect of recruitment, selection, and training on productivity while the researcher discovered the effect of recruitment selection and placement on work performance.

Wisdalia Maya Sari (2018) Recruitment has a significant effect on Work Productivity at PT. Sindang Brothers of Lubuklinggau City.

III. Research Method

The method of writing this paper is a descriptive research which aims to describe the phenomenon of the influence between the dimensions of recruitment, selection and work environment on the employee's work performance of PT. Heksa Artha Sakti of Bangkalan Branch. To determine the effect of the independent variable on the dependent variable, a questionnaire was distributed to 85 respondents who were employees of PT. Heksa Artha Sakti of Bangkalan Branch.

3.1 Population and Sample

The population in this study is a homogeneous population, namely the number of employees of PT. Heksa Attha Sakti of Bangkalan Branch, totaling 85 people. Because the population is smaller than 100, a full sample of 85 people is taken.

3.2 Data Examination

Before calculating simple regression and multiple regression, all studies were tested for validity, reliability, normality, multicollinearity and heteroscedasticity. Validity is a measure that shows the extent to which the instrument (measuring instrument) is able to measure what it wants to measure. The purpose of validity testing is to ensure that the questionnaire is really good. Reliability is a measure that shows the consistency of the measuring instrument in measuring the same symptoms on other occasions. The research variable is free from reliability if the *Cronbach Alpha value is > 0,700*. Normality can use the *Kolmogorov-Smirnov (K-S)* formula. The rule for determining the normality of a data is that the data is said to be normally distributed if the value of *Asymp. Sig. (2-tailed)* on the SPSS output is greater than the *level of significant* (0.05), on the contrary, the data is said to be not normally distributed. Multicollinearity testing was carried out by using VIF and Tolerance. The independent variable get out of the multicollinearity problem if the VIF of the independent variable is <10 and *tolerance* >0.1 . The heteroscedasticity test in this research was to see the tendency of the independent variables to have a high correlation.

3.3 Effect of independent variable on the dependent variable

a. The influence of recruitment, on the employee's work performance of PT. Heksa Artha Sakti of Bangkalan Branch

Recruitment is a company's effort to get workers who are in accordance with the qualifications that have been set. It is expected that recruitment has a positive and significant effect on the employee's work performance of PT. Heksa Artha Sakti of Bangkalan Branch. This hope is supported by Hadi Poernomo, Hartono, 2019

b. The effect of selection and work environment on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch

Selection is the company's effort to get workers who match the qualifications that have been set. It is expected that the selection has a positive and significant effect on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. This is supported by Chintya Prima Prihandin and Erliany Syaodih (2022).

c. The influence of the work environment on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch

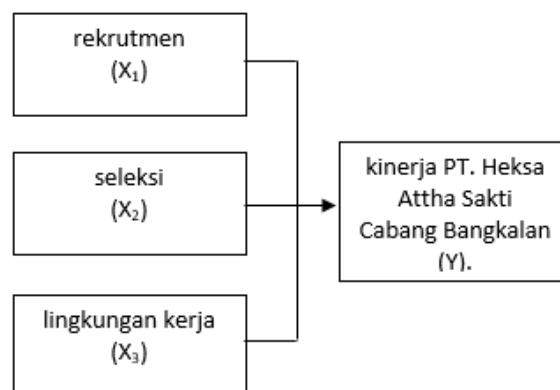
It is expected that the work environment has a positive and significant effect on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. This expectation is supported by Samson, Budianto, & Katini (2017), Lestary & Harmon (2018), Josephine & Harjanti (2017) and Raziq & Maulabakhsh (2015) who stated that the work environment has a very significant positive and significant effect on employees' work performance.

d. The effect of recruitment, selection and work environment together on the employees' work performance of PT. Heksa Artha Sakti Bangkalan Branch

It is expected that recruitment, selection and work environment have a positive and significant impact on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. This hope is supported by Helena Joan Komaling, Adolfina and Victoria Untu

3.5 Framework

The effect of the three independent variables of recruitment, selection and work environment partially and simultaneously can be presented in the form of a scheme as shown in Figure 2 as follows,



Source: Data Processing Results (Year 2022)

Figure 2. The effect of recruitment, selection and work environment on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch

IV. Results and Discussion

This study discusses the effect of the independent variables recruitment, selection and work environment on the performance of employees of PT. Heksa Attha Sakti Bangkalan Branch either partially or simultaneously.

This research discussed the effect of the independent variables recruitment, selection and work environment on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch either partially or simultaneously

4.1 Simple Regression Equation

To determine the effect of recruitment, selection and work environment partially on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch used simple regression analysis, the results were obtained in the table in Table 1, as follows:

Table 1. The results of the calculation of the simple regression equation and multiple regression

Influence	Formula	T _{count}	t _{table}	F _{count}	F _{table}	Influence (%)
Y(X ₁)	Y=0.768+14.336X ₁	9.290	2,372	86.313	3,956	51.0
Y(X ₂)	Y=0.640+19,220X ₂	8.562	2,372	73.307	3,956	46.9
Y(X ₃)	Y=0.527+24.330X ₃	7.257	2,372	52.667	3,956	38,1

The results shown in Table 1 stated that recruitment, selection and work environment have a positive and significant effect on the employee's work performance of PT. Heksa Artha of Sakti Bangkalan Branch because $t_{count} > t_{table}$. While the effect in % is true because $F_{count} > F_{table}$.

4.2 Multiple Regression Equation

To determine the effect of recruitment, selection and work environment simultaneously on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch used multiple regression analysis, the results were obtained are tabled in Table 2, as follows:

Table 2. The results of the calculation of the multiple regression equation

Influence	Formula	F _{count}	F _{count}	Influence (%)
Y(X ₁ ,X ₂ ,X ₃)	Y= 11.318 + 0.406 X ₁ ,+ 0,233X ₂ + 0.178X ₃)	36.043	2,717	55,6

The results shown in Table 2 stated that recruitment, selection and work environment together have a positive and significant effect on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch because $F_{count} > F_{table}$. While the effect in % is also true because $F_{count} > F_{table}$.

V. Conclusion

Statistical testing of the effect of 3 (three) independent variables, recruitment, selection and work environment on the performance of PT. Heksa Attha Sakti Bangkalan Branch are as follows:

Statistical testing of the effect of 3 (three) independent variables, recruitment, selection and work environment on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch are as follows:

Conclusion

1. Recruitment has a positive and significant effect on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. The influence in % is 51.0%
2. Selection has a positive and significant effect on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. The influence in % is 46.9%
3. The work environment has a positive and significant effect on the employees' work performance of PT. Heksa Artha of Sakti Bangkalan Branch. The influence in % is 38.1%
4. Recruitment, selection and work environment together have a positive and significant impact on the employees' work performance of PT. Heksa Artha Sakti of Bangkalan Branch. The influence in % is 55.6%

Suggestion

1. It is recommended to the managers, to obey what is stated in the dimensions and indicators of the research variables so that the positive influence obtained on the results of the questionnaire can be fulfilled
2. The biggest positive effect on simple regression is the effect of recruitment followed by selection and work environment. Although there is a difference in the influence in percent, all variables must be handled seriously
3. The influence in the largest percent is for the effect together, this proves that all independent variables are mutually positive and mutually supportive.
4. To other researchers, it is recommended to research more on the problem of improving employees' work performance with other independent variables, other types of companies and other work environments.

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