THE EFFECT OF EMPLOYEE RECRUITMENT SYSTEM AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE CV. KARUNIA JAYA (A3 Fresh O2) BONDOWOSO REGENCY

Lisa Sukmawati[1], Dewie Tri Wijayati Wardoyo[2], Anang Kistyanto[3]
Universitas Negeri Surabaya[1,2,3]

ARTICLE INFO	ABSTRACT
Keywords: Employee Recruitment System Work Environment Employee Performance	This study aims to analyze the effect of the recruitment system on employee performance and the work environment on employee performance. The sample in this study were permanent employees of CV Karunia Jaya (A3 Fresh O2) Bondowoso Regency using random sampling techniques on employees, and data collection was carried out through observation, distributing questionnaires, and interviews. The method used in this research is quantitative, while the data is analyzed using SPSS. The results of this study indicate that the recruitment system has a positive and significant effect on employee performance. Furthermore, the work environment has a positive and significant effect on employee performance, and there is a relationship between employee recruitment system variables and work environment variables that simultaneously affect employee performance variables.
E-mail: lisa.21010@mhs.unesa.ac.id	

1. INTRODUCTION

The goal of the Indonesian nation is to improve the standard of living and welfare of all Indonesians. To achieve this goal, the steps taken by the government include encouraging and supporting the development of various industries in the government and private sectors. They must be able to compete by continuously improving the productivity, efficiency, and effectiveness of the company. This is done to maintain the survival of the company [1]. Human resources are the central figure in an organization. Organizations must have knowledgeable and highly skilled employees to manage the organization as optimally as possible and improve employee performance [2].

As an important asset of a company, employees act as supporters and promoters in managing the company's production activities. An important part of a company is its employees, who are the prime movers of every company operation [3]. Without employees, the company would have no control over the process of moving the available machinery. Given that labor has a very important influence in the production process, it is necessary to plan, manage, and control the quality of human resources, which aims to balance work between employees to achieve mutually beneficial goals, namely, an increase in the performance of company employees. Business complexity requires companies to identify problems that arise in their operations. The final results of the company's performance assessment can be used as a tool to determine future business strategies and can also be used as material to evaluate company policies and the results of business activities carried out.

Companies must obtain and place workers according to their respective specializations in order to achieve company goals [4]. So the way is to evaluate whether the placement of employees is in accordance with the abilities and expertise of employees and conduct good and correct recruitment to get qualified employees according to company needs. The output of the recruitment implementation is the acquisition of creative and innovative employees, which facilitates the coaching, development, and improvement of the quality and quantity of employee work, which in turn has an impact on good performance in the future.

According to [5], the work environment is the main component that is in direct contact with the world of work. The level of comfort an employee has at work depends on the surrounding work environment. The better the work environment, the better the performance. Vice versa, the worse the

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al
1053

work environment, the more employee performance will decrease, and the better and more conducive the existing employee work environment, the greater the work comfort obtained will be.

The work area, or what can be called the work environment, is something meaningful that must be observed by the industry, which is one of the determining aspects of employee performance [6]. The condition of the work environment in an unhealthy company will have an impact on the enthusiasm and enthusiasm of employees at work, and vice versa, employees will certainly be eager to work and have high concentration if the company's work environment is clean, healthy, and comfortable. Companies should pay attention to work environment conditions to meet employee satisfaction by providing safe, comfortable, and healthy workplace facilities.

After describing the above variables, the researcher seeks to analyze the effect of the recruitment system and the work environment on employee performance. This research was tried at CV. Karunia Jaya, which is one of the industries engaged in the mineral water industry located on the Lieutenant Rantam Line Number 78 in Bondowoso Regency, East Java Province. The mineral water industry at this time is a modern citizen need that is presented in instant form at a very affordable price. Large-scale industrial creation activities are definitely inseparable from labor, machinery, buildings, procedures, and fees. The industry really needs sufficient infrastructure facilities and competent, productive, and effective workers so as to create quality human energy sources. After that, it can be known how much the recruitment system and work environment mean in producing employee performance in accordance with the qualifications required by the industry through the markers used to analyze the phenomena found in the company.

Sourced from the results of direct interviews with employees of the HR department of CV, Karunia Jaya obtained information regarding employee performance. The increase or decrease in performance can be seen from the activities and quality of employee work and the large inventory of goods still available in the warehouse that should have been distributed. It is also obtained information about the recruitment system that the recruitment system applied is a family system by recruiting local people; apart from relatives or families, the company accepts prospective employees from outside the kinship in accordance with the required position and is free for parts that do not require special skills. Employee recruitment uses two sources, namely internal sources and external sources, but the leadership prefers to use external sources that recruit employees from outside the company to fill vacant positions. According to the position needed and the ability of the employee. In addition, the company also uses a closed recruitment system according to the required job openings, which are only communicated to certain employees or people.

Overwriting work environment variables obtained data if the work atmosphere of the lighting can be said to be reasonable. The layout used by industrial operational activities is without special concepts. The temperature of the air for employees working in the factory only relies on air from outside because it has fresh air from outside and is different from employees who are in the room or the office temperature of the room using a fan. The information obtained is not only in the form of a physical work environment but also about the non-physical work environment, the working relationship that exists between superiors and subordinates or subordinates and superiors and fellow coworkers prioritizes honesty and applies a close family relationship among coworkers, although sometimes there are still some employees who do not establish good communication between coworkers due to personal problems that can hinder the communication process at work to be less comfortable, it also affects employee performance, as well as whether or not an employee can be relied on, seen from when the superior gives a task and the employee works according to the directions that have been ordered. Based on the problems and conditions that occur in the company, the researcher wants to find out whether the recruitment system and work environment affect employee performance at CV. Karunia Jaya (A3 Fresh O2), Bondowoso Regency.

2. METHOD

This research is classified as a quantitative approach; this approach is used to test hypotheses. The type of search used in the research is a random search. According to [7], This study uses a causal approach, which is causal in nature and consists of independent and dependent variables, and then determines the influence of the independent variable on the dependent variable [7]. The population is all employees of CV Karunia Jaya (A3 Fresh O2) Bondowoso Regency, totaling 90 employees. The following

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al
1054

describes the data on permanent employees of CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency. The sampling technique in this study was random sampling. Data collection techniques used in this study include observation, interviews, documentation, and questionnaires. In this study, the sample consisted of permanent employees totaling 40 people at CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency.

3. RELUST AND DISCUSSION
Reliability Test

Table 1 Reliability Test

Variable	Cronbach Alpha Value	Description
Employee Recruitment	$0,694$	Reliable
Work Environment	$0,734$	Reliable
Employee Performance	$0,749$	Reliable

Source: data processed by researchers, 2023.

According to [8], a variable can be said to be reliable if it provides a Cronbach alpha (α) value> 0.6. From the table, it can be seen that the Cronbach alpha value for each statement is> 0.60, so it can be concluded that each statement in the questionnaire can be declared reliable.

Classical Assumption Test
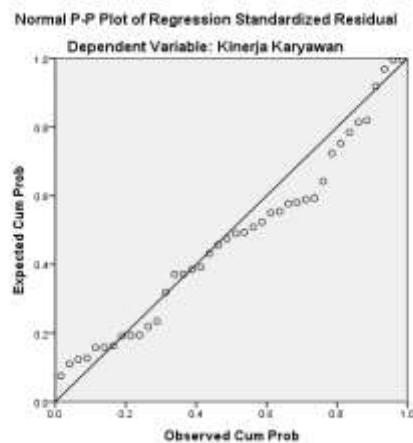### Normality Test

Figure 1 Normality Test Results
Source: data processed by researchers, 2023.

The results of the normal probability plot analysis are based on the decision that the regression model is said to fulfil the assumption of normality if the data spreads around the diagonal line and follows the direction of the diagonal line. The picture above shows that the data spreads around the diagonal line and follows the direction of the diagonal line. So, the assumption of normality can be fulfilled.
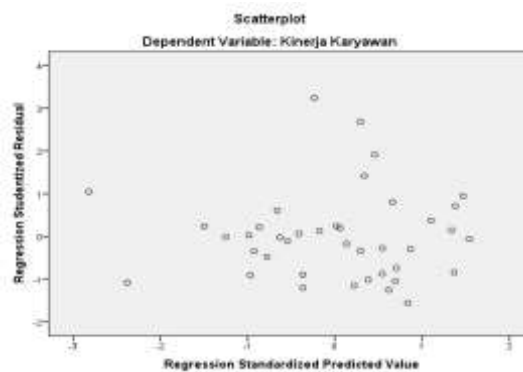
Heteroscedasticity Test

Figure 2 Heteroscedasticity Test Results
Source: data processed by researchers, 2023.

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV.
Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al

1055

Decision-making on the scatterplot graph is based on two things: if there is a certain pattern, such as those that form a certain pattern that is regularly wavy, widening, then narrowing, then it indicates that heteroscedasticity symptoms have occurred. If there is no clear pattern and the dots spread above and below the number 0 on the Y axis, then there are no symptoms of heteroscedasticity. The picture above shows that there is no clear pattern, and the dots spread above and below the number 0 on the Y axis, so there are no symptoms of heteroscedasticity.

Multicolonierity Test

Table 2 Multicolonierity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.806	5.561		3.022	.005		
	Rekrutmen Karyawan	.386	.173	.304	2.235	.032	.736	1.358
	Lingkungan Kerja	.530	.145	.498	3.662	.001	.736	1.358

a. Dependent Variable: Kinerja Karyawan
Source: data processed by researchers, 2023.

The multicollinearity test results in the table above show that the data shows no multicolonialism because the tolerance value is 0.736> 0.10. And it can be seen from the VIF value, which shows that the VIF value is 1.358 < 10. This means that the calculation results of the tolerance value are 0.736> 0.10 and the VIF value is 1.358 < 10, which indicates that there is no multicollinearity between the independent variables.

Hypothesis Test
T Test (Partial)

Table 3 T Test Results (Partial)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.086	5.333		5.267	.000
	Rekrutmen Karyawan	.711	.171	.560	4.166	.000

a. Dependent Variable: Kinerja Karyawan
Source: data processed by researchers, 2023.

The effect of the recruitment process (X1) on employee performance (Y), the recruitment system variable has a tcount value of 4,166> t table 2,024 and a significant level of 0.000 <0.05. Thus, H1 is accepted and Ho is rejected, meaning that there is a significant partial influence between recruitment variables and employee performance.

Table 4 T Test Results (Partial)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.089	5.292		4.174	.000
	Lingkungan Kerja	.696	.130	.654	5.333	.000

a. Dependent Variable: Kinerja Karyawan
Source: data processed by researchers, 2023.

The effect of work environment (X2) on employee performance (Y) has a t value of 5.333> t table 2.024 and a significant level of 0.000 <0.05. Thus, Ha is accepted and Ho is rejected, meaning that there is a partially significant influence of the work environment variable on employee performance.

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV.
Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al
1056

F Test (Simultaneous)

Table 5 of F Test Results (Simultaneous)

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	420.229	2	210.114	18.212	.000b
	Residual	426.871	37	11.537		
	Total	847.100	39			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja, Rekrutmen Karyawan

Source: data processed by researchers, 2023.

Based on the table above, the f test obtained results of 18,212, which shows the value of F count greater than F table with a significant level of 5%. df 1 = k - 1 (3-1 = 2) and df 2 = n - 2 (40 - 2 = 38) obtained a F table of 0.25 and a significant level of 0.000. Thus, it can be said that the value of F count 18,212> from F table 3.24 has a significant 0.000 <0.05, which means that Ho is rejected and Ha is accepted, and there is a relationship between employee recruitment variables (X1) and work environment variables (X2) that are significant together and affect the employee performance variable (Y).

Coefficient of Determination (R²)

Table 6 of Determination Coefficient Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704a	.496	.469	3.39662

a. Predictors: (Constant), Lingkungan Kerja, Rekrutmen Karyawan

b. Dependent Variable: Kinerja Karyawan

Source: data processed by researchers, 2023

Based on the results of the SPSS output in the Model, Summary table above, it is known that the value of the coefficient of determination, which is used as a reference for the coefficient of determination (R2), is at the adjusted R square value of 0.469, which means that the recruitment system and work environment variables affect employee performance by 46.9%, while the remaining 53.1% is influenced by other variables not mentioned in this study.

Discussion

The employee recruitment system affects employee performance

In this study, the recruitment system can be assessed using several indicators put forward by [9], namely the basis of recruitment, recruitment sources, and recruitment methods. Based on the results of the statistical test on the employee recruitment system, the variable partially has a positive and significant effect with a tcount value of 4,166> t table 2,024 and a significant level of 0.000 <0.05. The results of the study are in line with [4], which found that the recruitment system partially has a positive and significant effect on employee performance at PT Bina Asia Tangerang. According to [9] found that recruitment system variables partially affect the performance of employees at Abdul Moloek Hospital, Lampung Province. [10] shows that the results of his research show that the recruitment system has a significant partial effect on employee performance in food raw material companies. According to [11] found that the recruitment system has a significant effect on organizational performance at PMI Sigli, Pidie Regency.

Work Environment affects Employee Performance

The work environment in this research was measured using several indicators used by [12], namely, work atmosphere, relationships with co-workers, and availability of work facilities. Based on statistical tests in this research, the influence of work environment variables on employee performance is significant. The results show that the work environment variable has a t value of 5,333 > t table 2.024 and a significance level of 0.000 < 0.05. The results of research conducted by [13] show that the work environment has a partial effect on employee performance at RSI Banjarmasin. According to [12] found that the work environment has a significant effect on employee performance at PT. Surya Sahabat Utama (Suzuki Dealer) Bandung. According to [14] resulted that partially the work environment had a positive and significant effect on employee performance at PT. Super Faithful Sagita Medan. The research is also in line with [15], who found that the work environment has a positive and significant effect on employee

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency.

Lisa Sukmawati, et.al

1057

performance (study of non-medical employees at the sterilization installation at Dr. Kariadi Hospital, Semarang). According to [16] states that the work environment has a positive and significant effect on the performance of PT employees. Nugraha Ekakurir Route, Central Surabaya Branch [17] The work environment has a positive and significant effect on the performance of PT employees. Bank Syariah Mandiri's flamboyant sub-branch office in Tapung District.

The Effect of Recruitment System and Work Environment on Employee Performance

Based on the results of the F test, it shows that the F table is 0.25 with a significant level of 0.000. Thus, it can be said that the Fcount value is 18,212> from Ftable 3.24 with a significant 0.000 <0.05, which means that Ho is rejected and Ha is accepted, and there is a relationship between the employee recruitment variable (X1) and the significatif work environment variable (X2) that jointly affects the employee performance variable (Y). The results of the study are in line with the research of [18], which found that simultaneously the recruitment system and the work environment have a positive and significant effect on employee performance at PT Hyundai Mobil Indonesia (HMI). The research is also in line with [19] finding that recruitment and work environment simultaneously have a significant effect on employee performance at PT Dana Purna Investama Medan.

4. CONLUSION

Based on the results of the data in this study on the employee recruitment system and the work environment, the performance of employees of CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency was assessed with 40 respondents. Through the results of the data analysis above, the researcher provides suggestions to CV Karunia Jaya (A3 Fresh O2) Bondowoso Regency. The employee recruitment system has a positive and significant effect on employee performance, and the work environment affects employee performance. In this case, the authors provide the following suggestions: The employee recruitment system factor has been implemented quite well, but the authors suggest that the recruitment system is more open by looking at the abilities possessed by employees in accordance with the positions needed by the company, so as not to hinder the company's goal. In the physical work environment, factors relate to facilities that have not been fulfilled to support the work performance of their employees, and in the non-physical work environment, employees are more professional, and leaders are better able to motivate their employees not to bring personal problems to an organization because it hinders communication and affects employee performance.

REFERENCES

[1] A. Maria, "Pengaruh Gaya Kepemimpinan, Pengembangan Sumber Daya Manusia Dan Disiplin Kerja Terhadap Kinerja Pegawai Sekretariat Dewan Perwakilan Rakyat Daerah Provinsi Sulawesi Tengah," *Katalogis*, Vol. 1, No. 1, 2012.

[2] M. Zebua, "Pengaruh Gaya Kepemimpinan Terhadap Produktivitas Kerja Karyawan Pada Pt. Cola-Cola Cabang Malang.," *J. Adm. Bisnis, 15(3), 295–304.*, 2017.

[3] E. N. U. R. Selliana, "Pengaruh Upah, Lingkungan Kerja, Tunjangan Dan Jaminan Kesehatan Terhadap Kinerja Karyawan Pt. Darmawisata Indonesia." Stie Mahardhika, 2020.

[4] L. Komala, "Pengaruh Sistem Rekrutmen, Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt Bina Asia Tangerang," *Pekobis J. Pendidikan, Ekon. Dan Bisnis*, Vol. 2, No. 3, Pp. 16–26, 2017.

[5] I. N. Marayasa And N. Noryani, "Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Indriya Lifeart Development," *J. Ekon. Ef.*, Vol. 2, No. 3, Pp. 423–432, 2020.

[6] L. Lestary And H. Chaniago, "Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan," *J. Ris. Bisnis Dan Investasi*, Vol. 3, No. 2, Pp. 94–103, 2017.

[7] Sugiyono, *Metode Penelitian Kuantitatif*. Bandung: Alfabeta, 2018.

[8] G. Imam, "Aplikasi Analisis Multivariate Dengan Program Ibm Spss 19," *Semarang Badan Penerbit Univ. Diponegoro*, Vol. 68, 2011.

[9] T. N. Andayati And E. Meidasari, "Pengaruh Sistem Rekrutmen Dan Pemberian Kompensasi Terhadap Kinerja Karyawan Sukarela (Tks) Rumah Sakit Abdul Moloek Provinsi Lampung," *J. Ekobis*, Vol. 5, No. 1, Pp. 55–69, 2018.

[10] D. H. Prabowo, "Pengaruh Sistem Rekrutmen Dan Pelatihan Terhadap Kinerja Karyawan Di Perusahaan Bahan Baku Makanan (Studi Kasus Pada Perusahaan Bahan Baku Makanan Di Jabodetabek).," 2019.

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV.
Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al
1058

[11] S. Akmal And S. Hariyanti, "Pengaruh Sistem Rekrutmen Dan Perilaku Organisasi Terhadap Kinerja Organisasi Pada Palang Merah Indonesia (Pmi) Sigli Kabupaten Pidie," *J. Sos. Hum. Sigli*, Vol. 3, No. 2, Pp. 114–124, 2020.

[12] D. Hendaryan And D. Yulianti, "Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Surya Sahabat Utama (Delaer Suzuki) Bandung," *Almana J. Manaj. Dan Bisnis*, Vol. 2, No. 1, Pp. 53–68, 2018.

[13] B. Burhannudin, M. Zainul, And M. Harlie, "Pengaruh Disiplin Kerja, Lingkungan Kerja, Dan Komitmen Organisasional Terhadap Kinerja Karyawan: Studi Pada Rumah Sakit Islam Banjarmasin," *J. Maksipreneur Manajemen, Koperasi, Dan Entrep.*, Vol. 8, No. 2, Pp. 191–206, 2019.

[14] R. D. Sihaloho And H. Siregar, "Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Super Setia Sagita Medan," *J. Ilm. Socio Secretum*, Vol. 9, No. 2, Pp. 273–281, 2020.

[15] A. S. Pamungkas And S. Y. Widowati, "Pengaruh Kepemimpinan, Lingkungan Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Pada Pegawai Non Medis Instalasi Sterilisasi Di Rs Dr. Kariadi Semarang)," *Solusi*, Vol. 18, No. 3, 2020.

[16] E. Permana, "Pengaruh Status Karyawan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Jalur Nugraha Ekakurir (Jne) Cabang Surabaya Pusat." Stiesia Surabaya, 2020.

[17] N. Syafrina And S. Manik, "Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Syariah Mandiri," *Al-Masraf J. Lemb. Keuang. Dan Perbank.*, Vol. 3, No. 2, Pp. 181–191, 2018.

[18] A. K. Wardhana, K. N. Nainggolan, R. Lestiowati, And R. Fadly, "Pengaruh Sistem Rekrutmen Dan Lingkungan Kerja Terhadap Kinerja Karyawan," *J. Akunt. Dan Manaj.*, Vol. 16, No. 02, Pp. 162–176, 2019.

[19] N. M. Ginting, N., Hutagalung, A. W., Fitri, & Pakpahan, "Pengaruh Proses Rekrutmen, Lingkungan Kerja Dan Proses Seleksi Terhadap Kinerja Karyawan Pada Pt. Dana Purna Investama Medan.," *J. Chem. Inf. Model. 53(9), 1689–1699.*, 2020.

The Effect of Employee Recruitment System and Work Environment on Employee Performance CV. Karunia Jaya (A3 Fresh O2) Bondowoso Regency.
Lisa Sukmawati, et.al
1059