

# The Work Environment as a Mediating Factor in the Effect of Selection and Recruitment on Employee Performance at PT. Persada Multi Mandiri

Wahyuddin Latunreng<sup>1</sup>, Eric Hermawan<sup>2,\*</sup>

<sup>a 1,2</sup> STIAM I Institute of Social Sciences Management, Jakarta, Indonesia

<sup>1</sup> wahyuddinlatunreng@stiami.ac.id \*; <sup>2</sup> eric@stiami.ac.id

\* corresponding author

## ARTICLES INFO

### Article history

Received : 16 February 2023

Revised : 10 September 2023

Accepted : 15 September 2023

### Keyword

Selection ;

Recruitment ;

Work Environment ;

Performance ;

## ABSTRACT

*In order to ascertain the indirect impact of recruitment and choice on the performance of PT. Persada Multi Mandiri, this study uses the independent variable work environment as a mediator. This impact can be determined by determining the direct impact of several choices, recruitment, and work environment on the performance of PT employees. Persada Multi Mandiri and the impact of partial selection and adoption in the work environment. The results of this study were obtained from the results of a questionnaire of 50 samples from 85 members of the PT employee population . Persada Multi Mandiri . After the study data passes the validity, reliability, normalcy, multicollinearity, and heteroscedasticity tests, the simple linear regression and multiple linear regression calculations are made. Simple regression significance test was performed by t-test. While the multiple regression significance test was carried out using the F test. The results obtained from all direct and indirect effects were significant and positive. The percentage of influence of selection, recruitment, and work environment on PT employee performance is displayed separately . Persada Multi Mandiri is 44.0%, 41.2%. and 20.7%. The direct impact of selection and recruitment on the work environment is 31.7% and 36.1%, while the impact of selection, recruitment and work environment on PT performance is 31.7% and 36.1% . Persada Multi Mandiri by 44.3%.*

## 1. INTRODUCTION

In order to ascertain the indirect variable influence of selection and recruitment on the performance of employees of PT. Persada Multi Mandiri, this study uses the independent variable of the work environment as a mediator. The direct effects of choice and recruiting on the work environment as well as the indirect effects of these factors on employee performance at PT. Persada Multi Mandiri may all be calculated to assess the impact. The method used is simple linear regression analysis technique and associative method using multiple linear regression. The survey sample is 50 out of 85 employees of PT. Persada Multi Mandiri. Since the development of information, communication, and transportation technology has brought about significant changes to the corporate sector, recruitment, selection, and work environment are employed in this study. Therefore, companies prefer PT. Persada Multi Mandiri managed to dominate the market well with optimal employee performance. Mardiant (2014) Recruitment is defined as the process of recruiting people with competencies according to the quality and needs of the company. Levi & Mulyady (2013) Recruitment is the process of obtaining a large number of qualified personnel (employees) for positions and jobs within the company. Screening, on the other hand, is a series of activities carried out to determine whether an applicant is accepted or rejected after undergoing a series of tests at a particular institution. implemented. Based on several previous studies, we found that the variables of recruitment, selection, and work environment have a positive effect on employee performance, with an impact percentage of around 40-50%. Samson, Waiganjou, Koima (2015) It states that the work environment is conducive to employee continuity and employee performance. Radzik & Maura Bakhsh (2015) A good work environment improves employee performance. To increase employee performance at PT. Persada Multi Mandiri, the authors plan to

investigate the impact of the three independent factors mentioned above on employee performance partially or simultaneously in all work contexts.

### **Problem Formulation**

1. What positive and relevant effects will the decision have on the performance of Persada Maruti Mandiri employees?
2. What effect does recruiting have on workers' performance specifically? Is Persada Multi Mandiri constructive and meaningful?
3. This is how the workplace environment directly affects performance. Is Persada Multi Mandiri constructive and meaningful?
4. Is there a large and good direct effect of selection on the workplace?
5. Is there a large and favourable direct effect of recruiting on the workplace?
6. What impact does choice have on employees' performance in the long run? Does Persada Multi Mandiri have an environment that is conducive to being a significant and effective mediator?
7. What is the indirect impact of recruitment on employee performance Does Persada Multi Mandiri have an important and positive work environment as a mediator?
8. Is the performance of PT. Persada Multi Mandiri affected by direct selection, recruitment, the environment, and concurrent work in a meaningful and advantageous way?

## **2. LITERATURE REVIEW**

### **Choice**

To select which applications are approved and which are denied, a particular technique is used. The decision to apply concludes the selection process, which begins with the receipt of applications. There are options for recruitment as well as new hire hiring, so selection is a possibility for both recruiting and training objectives. To obtain or obtain this role, you must choose to obtain suitable workers in accordance with your requirements. Rehman, Aamer Shareef, Mahmood, and Ishaque (2012) said that choice has a significant impact on employee performance. Selection is very important for the company. In order for the business to execute to the greatest standards, the Human Resource Management Section must be able to assist in identifying and securing the most suitable human resources. Kasmir (2016) He said, the recruitment process follows the rules to get employees who are loyal to the company. By recruiting after selection recruitment, we secure human resources who can work enthusiastically according to the type of work. According to Simamora (2006) The process of choosing a group of candidates who most closely match the requirements for open positions inside the organisation is known as employee selection. Potare (2016) Selection, which includes planning, hiring, selection, placement, and production, is a crucial component of operational human resource management, or procurement. As stated by Pusparani (2018), "Selection is the process of choosing individuals with appropriate qualifications to occupy positions in an organisation." Pure and Rivals from VH (2013) The following are listed as selection criteria and indicators:

1. , employees, potential applicants to Human Resources, and application requests .
2. Interviews, psychological exams, tests pertaining to duties at the assessment centre, biodata, and references make up the technology.
3. Assessment of the candidate's skills, experience, personality, and job requirements
4. health includes a physical examination of the applicant prior to hiring decisions.
5. Interviewing the Immediate Supervisor The direct supervisor is ultimately responsible for the new employee hired.
6. Admission decision.

### **Deployment**

The staffing plan's inadequacies are filled through a series of actions called recruitment that seek out and entice job applicants with the required motivation, competence, skills, and expertise. Songdang Siagiang (2016) Recruitment is defined as the process of attracting, seeking and finding qualified applicants for jobs by companies. Mardiant (2014) Recruitment is defined as the process of recruiting people whose competencies match the qualifications and needs of a company. According to a number of professional viewpoints, recruitment is a two-way communication process. Candidates want truthful information about what it's like to work for the company. Organisations are in desperate need of precise information about the potential employees that are applying. Does Hiring Affect Employee Performance, Claim Some Experts Like Billy Renaldo Potare (2016) states that recruitment has a positive impact on employee performance, and Imam Gunawan (2017) also agrees that recruitment has an impact on employee performance. Fitriani & Prasada (2021) stated that recruitment had a significant impact on employee performance, with an impact rate of 56.2%. Yulasmı (2016) states that there are seven dimensions of recruitment :

1. Organisational rules that take into account the number of formations needed to meet business needs, the qualifications needed to fill open positions, and the qualifications needed to meet the expectations of prospective employees
2. The hiring strategy includes providing accurate form filling information, providing appropriate forms, and submitting forms on time.
3. The implementation of the intelligence exam includes test materials appropriate for the candidate's educational background, enough testing area, and enough time to complete the test on schedule.
4. The time for administering the aptitude test includes a thorough evaluation of the test, determining whether the level of aptitude is appropriate for the position, and allotted time for administering the test on time.
5. Giving engaging interviews and specific interview guidelines make up the test administration.
6. Medical tests consist of standard test kits. Good place of practice, medical examination according to health quality standards
7. Decide whether the evaluation results are acceptable or not based on clear evaluation criteria, open evaluation, and use of mass media

### **Work environment**

The physical, social, and psychological conditions of an organization's workplace generally have an impact on workers' ability to do their jobs effectively and efficiently. Some experts explain Work environment as everything that surrounds your employees and influences them greatly Work And Run tasks. A good work environment will increase productivity Improving employee performance in a healthy, optimal, safe and comfortable manner. Radzik & Maura Bakhsh (2015) A good work environment improves employee performance. Samson et al. (2015) stated that the work environment has a huge impact on employee performance and improves employee performance. Samson, Budianto, and Katini (2017) state that the dimensions of the work environment consist of physical and non-physical work environments. Sedarmayanti (2013) explains that the physical aspects of the workplace that might directly or indirectly effect employees are included in the term "physical work environment." The condition of the employee's work environment is determined by the non-physical work environment, whereas the communication or relationships between vertical relations and coworkers are compatible with the work environment. Samson et al. (2017) defines the dimensions of the work environment as follows:

1. Employee relations are a reliable sign of a leader's ability to communicate and distribute information.
2. The ambient noise level is an indicator of discomfort and noise during work.
3. A favourable influence, career advancement, and the ability of employees to function more effectively and support their work activities are all markers of the effectiveness of labour laws.
4. The presence of fans or air conditioners, as well as the installation of air humidifiers, are indicative of adequate ventilation.

## 5. Security has indicators of calm and comfort

### employee performance

Performance is the result achieved by an employee at work in accordance with specific standards that apply to a particular job. Performance is very important to your organization. Because (1) high performance can certainly reduce absenteeism and absent from work due to laziness. (2) high performers complete assigned or assigned tasks in less time; Simamora (2006) country Performance is the level at which he efficiently and effectively completes the requirements of his job. Mankunegara (2017) Performance is defined as the sum of an employee's quality and amount of work completed while carrying out their duties in accordance with their given obligations. Meanwhile V. Levi & Mulyadi (2013) Performance is defined as the willingness of a person or group of people to carry out an activity and complete it according to responsibility with the expected results. Amir (2015) In determining the concept of performance, he stated that performance is expressed as behavior that shows the importance of the process of carrying out a job task compared to the results (performance is generally defined as the quality that can be achieved by an employee). work) in carrying out its main tasks and functions as an employee in accordance with the responsibilities given or given to him. The dimensions and indexes used by the author are based on Mankunegara's theory (2017). It is:

1. Quality has to do with how well someone performs their tasks with the aid of other resources, and it may be gauged by how effective and efficient they are at doing so. The metrics include accuracy, reliability, and neatness. The quantity of work, specifically the minimum or maximum that a worker must complete in an hour, is decided by the firm leadership. Timeliness, productivity, and contentment with one's work are the quantity indicators.
2. All employees who create cooperative relationships with leaders and peers and cooperate fully exhibit the attitude and behaviour of cooperation. collaboration and unity are signs of collaboration.
3. Responsibility If there is still work that has not fulfilled the leadership's expectations, then responsibilities pertain to the outcomes of completed work, which must be accounted for by employees. Responsible decision-making and the effective use of resources are both signs of responsibility.
4. Initiatives, initiatives are all forms of movement from within members to do work and overcome problems. Initiative metrics include: Independent b. Able to work.

### Influence between variables

1. The direct effect of choice on the performance of PT. Persada Multi Mandiri

The selection process begins with the receipt of applications and ends with the decision to apply. Selection is not only for hiring new employees, but also there are opportunities for recruitment, so it is also possible for selection for training and recruiting purposes. Lehmann et al. (2012) said that choice has a significant impact on employee performance. Selection is crucial for the business. Lehmann et al. (2012) Staff selection has a significant impact on employee performance. Jaya, Novalini, Suarjana (2018) Regarding the impact of the recruitment and selection process on employee performance. Yurasumi (2016) Hiring has a significant positive impact on company performance.

2. The direct impact of recruitment on the performance of employees of PT. Persada Multi Mandiri

Wibowo, Liana, Putra (2015) PT Bank Syariah Mandiri Branch A. The Impact of Employee Recruitment and Placement on Employee Performance at Yani Bandung. The findings of this study demonstrate that both placement and recruitment have a significant favourable impact on employee performance. Billy Renaldo Potare (2016) After saying that recruitment has a positive impact on employee performance, Imam (2017) also agrees that recruitment has an impact on employee performance. Fitriani & Prasada (2021) Hiring has a significant impact on employee performance. Yurasumi (2016) Hiring has a significant positive impact on company performance. Imam Gunawan (2017) also agrees that employee performance is influenced by recruitment. Fitriani & Prasada (2021) Recruitment has a big impact About employee performance

3. The direct influence of the work environment on the performance of PT. Persada Multi Mandiri

Some experts explain Work environment as everything that surrounds your employees and influences them greatly Work and run errands. Work environment Good practices can encourage employee productivity and performance in a healthy, optimal, safe and comfortable way. Radzik & Maura Bakhsh ( 2015) Employee performance will increase in a positive work environment. Samson et al. (2015) said that the workplace has a significant impact on employee performance and enhances it. Samson et al. (2017) stated that the work environment is good for employee survival and improving employee performance. Lestary & Harmon (2018) The work environment influences employee performance. Raziq & Maulabakhsh (2015) noted that improved employee performance might be a result of a nice work environment.

4. The direct impact of choices on the work environment

We found that selection has a significant and positive effect on the work environment, with  $t_{\text{arithmetic}} > t_{\text{table}} (4.723 > 2.407)$ . The percentage impact of the choice on the work environment is 31.7%. significant impact. According to Suwatno & Priansa ( 2011) Selection is the process of evaluating the likelihood of success or failure of one's application Work. In addition, selection means not only choosing the right employees from an organizational point of view, but also from the point of view of employees choosing the organization that suits them best. Your choices affect your work environment. This study also found the indirect effect of *selection and recruitment* on PT performance. Persada Multi Mandiri with its work environment as a mediator has a significant and positive effect.

5. The direct impact of hiring on the work environment

Recruitment refers to the process of identifying and evaluating the causes of workforce withdrawal, determining workforce requirements, selection, placement, and orientation of personnel to obtain additional workforce. The process or action goes through several stages, including Matisse & Jackson ( 2006) It says recruitment is aimed at providing enough employees so that management can select those who meet the required qualifications, but this affects the work environment. In this study, the authors found that recruitment had a significant positive effect on the work environment, with  $t_{\text{count}} > t_{\text{table}} (5.205 > 2.407)$ . The percentage impact of the choice on the work environment is 36.1%. significant impact. Sukuno ( 2004) Recruitment is the process of recruiting qualified people and applying for vacant jobs, and can be divided into internal and external recruitment. Internal recruitment is the promotion of employees within an organization for the purpose of retaining and retaining high performing employees. External recruitment involvement try to pull from outside the organization to fill vacancies through job advertisements Exhibition interview Job Opportunities And Another method. A company must first select the available workforce so that the quality of the workforce produced is in accordance with the wishes of the company. In this case the work environment.

6. The indirect effect of choice on the performance of PT. Persada Multi Mandiri with a work environment as a mediator

Determine the direct impact of your choices on the performance of PT. Persada Multi Mandiri employees, the direct impact of the work environment on employee performance at PT. Persada Multi Mandiri, and the direct impact of your choices on your work environment to choose the indirect effect on employee performance that is mediated by the work environment.

7. The indirect impact of recruitment on the performance of PT. Persada Multi Mandiri with a work environment as a mediator

*Recruitment* casual indirect effects (indirect effects) on the performance of employees of PT. With a work environment mediator, Persada Multi Mandiri can do this by determining the direct impact of recruitment on the performance of employees of PT. Persada Multi Mandiri, The Direct Impact of the Work Environment on Employee Performance at PT. Persada Multi Mandiri, The direct impact of hiring on the work environment.

8. The direct impact of selection, recruitment and work environment on the performance of PT. Persada Multi Mandiri

Multiple linear regression was used to examine the direct effects of recruiting, selection, and work environment on the performance of PT. Persada Multi Mandiri. The significance of this combined effect can be determined by comparing  $F_{count}$  and  $F_{table}$ . If  $F_{count} > F_{table}$ , it can be said that the direct influence of selection, recruitment, and work environment on PT employee performance occurs simultaneously. Persada Multi Mandiri is important and positive.  $F_{table}$  is the accuracy of Table  $F = 99\%$  (row 46 of the number of respondents (50) - 4 (obtained from 1 dependent variable and 3 independent variables), column 3 (with 3 independent variables) obtained from ). The price of  $F_{table}$  is 4.24. The  $F_{count}$  value  $> 4.24$  simultaneously indicates that there is a direct effect of selection, recruitment, and work environment on the performance of employees of PT. Persada Multi Mandiri is important and positive.

## Framework

The direct impact of selection, recruitment, and work environment that partially affect the performance of employees at PT. Persada Multi Mandiri (1, 2, 3). The impact of selection and recruitment on the work environment (4,5). The indirect effect of choice on the performance of employees of PT. Persada Multi Mandiri (6) with a work environment as a mediator. The indirect impact of recruitment on the performance of PT. Persada Multi Mandiri (7) with the work environment as a mediator and the direct influence of selection, recruitment, and work environment simultaneously on the performance of PT employees. Persada Multi Mandiri (7), all direct and indirect effects are described schematically in Figure 2.1 as follows.

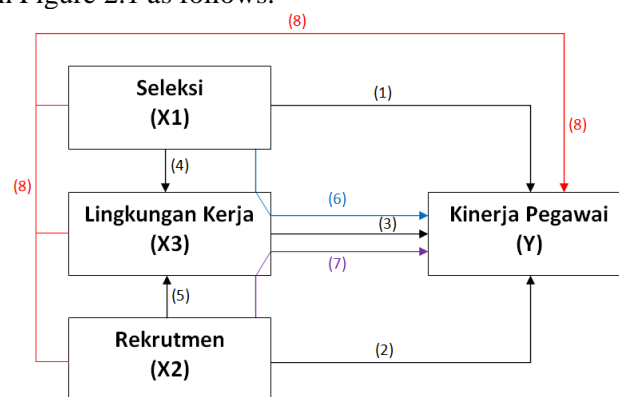


Figure 1. Eight direct and indirect effects of independent variables and the dependent variable estimates..

## previous researchers

1. Lehmann et al. ( 2012) Staff selection has a significant impact on employee performance
2. Jaya et al. ( 2018) The Influence of the Recruitment and Selection Process of the Biyukukung Suites & Spa Ubud Hotel on Employee Performance. The results of this study prove that selection has a large positive effect on employee performance and recruitment has a large positive effect on employee performance.
3. Yurasumi ( 2016) Hiring has a significant positive impact on company performance.
4. Gopher, Wibowo, Tiger ( 2018) PT Bank Syariah Mandiri Branch A. The Impact of Employee Recruitment and Placement on Employee Performance at Yani Bandung. The findings prove that placement has a significant positive effect on employee performance and recruitment has a significant positive effect on De p ok's job performance.
5. Sunarsi ( 2018) Researchers Reveal Selection and Recruitment Influence on Performance
6. Billy Renaldo Potare ( 2016) Recruitment has a positive impact on employee performance,
7. Imam Gunawan ( 2017) We also agree that employee performance is affected by hiring.
8. Fitriani & Prasada ( 2021) Dewi Fitrianti and Dodi Prasada (2021) Hiring has a significant impact on employee performance.
9. Lester & Harmony ( 2018) Work environment affects employee performance
10. Samson et al. (2017) stated that the work environment is good for employee survival and improving employee performance

- 11.Samson et al. (2015) stated that the work environment has a very large influence on employee performance.
- 12.Raziq & Maulabakhsh (2015) noted that improved employee performance can be a result of a pleasant work environment.

### 3. METHOD

#### Writing Method

This paper was written using a descriptive study methodology with the goal of describing or describing the phenomena of the multidimensional influence of employee performance at PT. Persada Multi Mandiri on factors such as recruiting, selection, and work environment. 85 respondents who work for PT. Persada Multi Mandiri were given a questionnaire in order to determine the impact of the independent variable on the dependent variable.

#### Population and Sample

85 people make up the homogeneous population for this study.

#### Population and Sample

The population of employees of PT. Persada Multi Mandiri as many as 85 people. To determine the effect of the independent variables on the dependent variable, the questionnaires were distributed to the samples determined by the Slovin formula.

$$n = \frac{N}{1 + N(e)^2}$$

And

n : sample size

N : Total population = 85 people

e : error (error rate, take 10%)

The Slovin formula gives a value for the sample size (n).

$n = 85 / (1 + 85 \times 0.01) = 45.94$  people, rounded up to 50 people.

#### Test Data

All studies were tested for validity, reliability, normality, multicollinearity and heteroscedasticity before calculating simple and multiple regression. Validity is a measure of how well an instrument (measuring instrument) measures what it is intended to measure. The purpose of validity testing is to make sure your survey is really good. Reliability is a measure of instrument consistency in measuring the same symptoms on different occasions. If the *Cronbach Alpha value is > 0.700*, the research variable is not reliable. For normality, we can use the *Kolmogorov-Smirnov (KS) formula*. Asymp. sig. (*two-tailed*) is *greater than the significance level (0.05)* at the SPSS output, otherwise the data is considered not normally distributed. Multicollinearity test was performed using VIF and Tolerance. For the independent variable  $VIF < 10$  and *tolerance > 0.1*, the independent variables avoid multicollinearity problems. The heteroscedasticity test in this study was to confirm the tendency of the independent variables to have a high correlation.

### 4. RESULTS AND DISCUSSION

#### Test Data

##### 1) Test verification

The results of the validation test are shown in Table 4.1 below.

Table 1. Research Variable Validation Test Results

X and Y index	R <sub>count X 1</sub>	R <sub>count X 2</sub>	R <sub>count X 3</sub>	R <sub>count Y</sub>	R <sub>-table</sub>	information
01	.360 *	.747 **	.556 **	.499 **	0.361	legitimate

02	.354 *	.651 **	.536 **	.648 **	0.361	legitimate
03	.564 **	.705 **	.712 **	.746 **	0.361	legitimate
04	.488 **	.792 **	.529 **	.367 **	0.361	legitimate
05	.725 **	.720 **	.747 **	.462 **	0.361	legitimate
06	.629 **	.830 **	.286 *	0.131	0.361	legitimate
07	.654 **	.430 **	.694 **	.511 **	0.361	legitimate
08	.784 **	.290 *	.706 **	.668 **	0.361	legitimate
09	.667 **	0.078	.684 **	.399 **	0.361	legitimate
Ten	.791 **	.550 **	.734 **	.391 **	0.361	legitimate
11	.795 **	.731 **	.565 **	.570 **	0.361	legitimate
12	.439 **	.488 **	.313 *	.712 **	0.361	legitimate
13	.586 **	.473 **	.638 **	.653 **	0.361	legitimate
14	.565 **	.468 **	.533 **	.709 **	0.361	legitimate
15	.710 **	.736 **	.628 **	.637 **	0.361	legitimate

Source: Results of research data processing

counts) is greater than the coefficient in the table with a value of 0.361 (50 respondents) with an accuracy of 0.01 (1%), so that all research variable questionnaires are declared valid.  $X_{101}$ ,  $X_{102}$ ,  $X_{208}$ ,  $X_{306}$ , and  $X_{312}$  are valid with an accuracy of 0.05 (5%) except  $X_{209}$  and  $Y_{06}$  are not valid.

## 2) reliability test

The results of the verification test are shown in Table 4.2.

**Table 2.** The results of the research variable reliability test

NO,	variable	Alpha Cronbach	information
1	$\times_1$	0.879	>0.700
2	$\times_2$	0.867	>0.700
3	$\times_3$	0.864	>0.700
Four	world	0.822	>0.700

Research variables  $X_1$ ,  $X_2$ ,  $X_3$ , and  $Y$  are all unreliable for Cronbach Alpha values > 0.700.

## 3) normality test

Asymp. Sig. (Two-tailed) Greater than the significance level (0.05) of the SPSS output. All survey data are normally distributed as shown in Table 4.3.

**Table 3.** Results of the research variable normality test

variable	Stupid people. sig.(both sides)	information
$\times_1$	0.200	>0.05
$\times_2$	0.200	>0.05
$\times_3$	0.083	>0.05
world	0.200	>0.05

## 4) Multicollinearity test

Yu et al. (2014) indicated that this is a sign that multicollinearity is developing. if the tolerance is less than 0.1 and the VIF value is larger than 10. Avoid the multicollinearity problem for all the independent variables as stated in Table 4.4 because you will not be impacted. The three independent variables have a VIF 10 and a tolerance > 0.1.

**Table 4.** The results of the research variable normality test

model	Collinearity statistics	
	Tolerance	VIF



1	(constant)		
	score selection	.356	2,809
	Recruitment score	.333	3,000
	work_environmentalcore	.619	1615

**5) Heteroscedasticity test**

This test is to see the tendency of the independent variables to have a high correlation. Heterogeneous variance occurs when there is a high correlation between the independent variables.

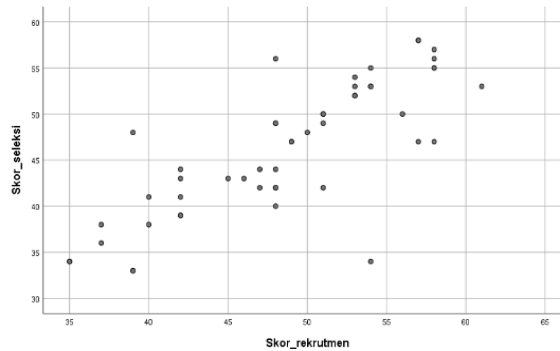


Figure 2.

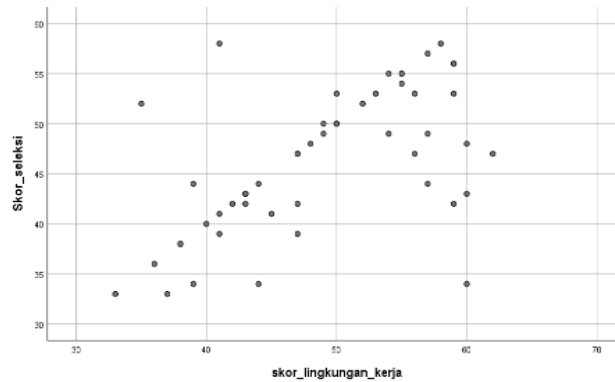


Figure 3. Selection of a graph based on the working environment

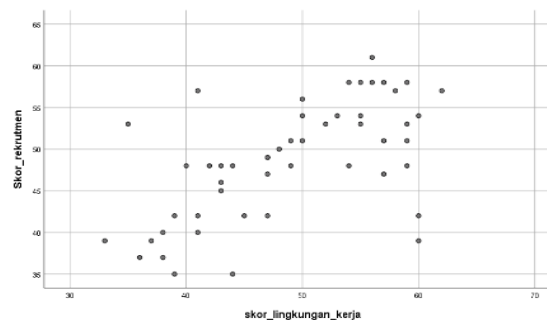


Figure 4. Recruitment chart including work environment

**2 Simple Regression Equations**

Determine the impact of recruitment, selection and work environment, among others, on the performance of PT. Persada Multi Mandiri uses a simple regression analysis. The results obtained are shown in Table 4.5.

**Table 5** The results of simple and multiple regression equation calculations

impact	formula	t <sub>count</sub>	t <sub>table</sub>	F <sub>count</sub>	F <sub>table</sub>	Impact (%)
Y( <sub>X1</sub> )	$Y=22,717 + 0.548 X_1$	6.135	2,407	37,644	4.24	44.0
Y( <sub>X2</sub> )	$Y=21.373 + 0.548 X_2$	5,802	2,407	33,662	4.24	41,2
Y( <sub>X3</sub> )	$Y=31.615 + 0.336 X_3$	3,545	2,407	12,568	4.24	20,7
X3 ( <sub>X1</sub> ) <sub>-</sub>	$X3 = 19.693 + 0.631 X1$	4,723	2,407	22,310	4.24	31,7
X3 ( <sub>X2</sub> ) <sub>-</sub>	$X3 = 15.039 + 0.606 X2$	5.205	2,407	27,093	4.24	36,1

The results shown in Table 4.5 show that selection, recruitment, and work environment have a positive and significant effect on the performance of employees of PT. Persada Multi Mandiri because  $t_{count} > t_{table}$ . Because  $t_{arithmetic} > t_{table}$ , selection and recruitment have a large positive impact on the work environment. The % effect is true because  $F_{count} > F_{table}$ .

### 4.3 Multiple regression equations

Simultaneously determine the effect of selection, recruitment, and work environment on the performance of employees of PT. Persada Multi Mandiri uses multiple regression analysis. The results obtained are shown in Table 4.5.

**Table 6** The results of the calculation of the multiple regression equation

influencer	formula	F <sub>count</sub>	F <sub>table</sub>	Impact (%)
Y( <sub>X1, X2, X3</sub> )	$Y = 18.686 + 0.332X1 + 0.247X2 + 0.041X3$	14,000	4.23	44,3

The results shown in Table 4.5 show that recruitment selection and work environment together have a positive and significant effect on the performance of employees of PT. Persada Multi Mandiri because  $F_{count} > F_{table}$ . The % effect is also true, because  $F_{count} > F_{table}$ .

## 5. CONCLUSION

Statistical Effect Test 3 (3) the independent variables of university performance, stress, workload and recruitment; Persada Multi Mandiri is:

### Conclusion

1. Because  $t_{count} > t_{table}$  ( $6.135 > 2.407$ ), the direct effect of choice on employee performance at PT. Persada Multi Mandiri is large and favourable. 44.0% of the impact
2. The direct impact of recruitment on the performance of employees of PT. Persada Multi Mandiri is significant and positive because  $t_{count} > t_{table}$  ( $5.802 > 2.407$ ). % impact is 41.2%
3. The direct influence of the work environment on PT. Persada Multi Mandiri is significant and positive because  $t_{count} > t_{table}$  ( $3.545 > 2.407$ ). Impact in % is 20.7%
4. The direct effect of choice on the work environment is significant and positive, with  $t_{arithmetic} > t_{table}$  ( $4.723 > 2.407$ ). Impact in % is 31.7%
5. The direct effect of recruitment on the work environment is significant and positive because  $t_{count} > t_{table}$  ( $5.205 > 2.407$ ). % impact is 36.1%
6. The indirect effect of choice on the performance of employees of PT.  $0.631 \times 0.336 + 0.548 = 0.760$ , then Persada Multi Mandiri as a work environment is an important and active mediator.
7. The indirect impact of recruitment on employee performance at PT. Persada Multi Mandiri uses the work environment as an important and positive mediator of  $0.606 \times 0.336 + 0.548 = 0.752$ .
8. The direct influence of selection, recruitment, and work environment on employee performance at PT. Persada Multi Mandiri is significant and positive because  $F_{count} > F_{table}$  ( $14,000 > 4.23$ ). % influence is 44.3%

## Suggestion

1. Recommended for readers . Persada Multi Mandiri, according to what is described in the dimensions and indicators of the research variables so that the positive impact obtained can improve the performance of PT.
2. All effects of the independent variables are positive and must be maintained so that PT performance is maintained. Persada Multi Mandiri can be maintained.
3. We advise additional research on the subject of enhancing employee performance in other independent variables, various business models, and various work settings.

## REFERENCES

- Amir, MF (2015). *Understand employee performance appraisal, concept, and performance appraisal in companies* . Jakarta: Media Discourse Partner Publishers.
- Fitriani, D., & Prasada, D. (2021) The Effect of Recruitment and Selection on Employee Performance at PT. Classic Indonesian distribution in North Jakarta. *Journal of Humanities, Management and Accounting* , 4 (2), 21–30.
- Ghofar, A., Wibowo, and Tola, B. (2018). The impact of transformational leadership, interpersonal communication, and institutional commitment to the quality of public services at BNP2TKI. *International Journal of Human Capital* , 2 (2), 9–17.
- Gunawan, I. (2017). *Theory and practice of qualitative research* . Jakarta: Earth Script.
- Jaya, KM, Novarini, NNA, and Suarjana, IW (2018). The impact of the recruitment and selection process on employee performance at the Biyukukung Suites & Spa Ubud Hotel. *Journal of Economics and Tourism* , 13 (2), 167–178.
- cashmere. (2016). *Human Resource Management (Theory and Practice)* . Depok: PT. Rajagrafindo Persada.
- Lesterly, L., and Harmon. (2018). The impact of the work environment on employee performance. *Journal of Business and Investment Research* , 3 (2), 94. <https://doi.org/10.35697/jrbi.v3i2.937>
- Mankunegara, AP (2017). *corporate personnel management* . Bandung: Youth from PT Rosdakaria.
- Mardiant. (2014). *Personnel management* . Jakarta: Pinastica Publishers.
- Mathis, RL, and Jackson, JH (2006). *Human Resource Management: Human Resource Management* Jakarta: Salemba Empat.
- Potare, BR (2016). The Impact of Employee Recruitment Process and Performance Choices at PT. Bank of North Sulawesi. *Journal of Efficiency Science* , 16 (4), 453–464.
- Pusparani, D. (2018). Recruitment Process Analysis, Selection and Placement of Employees (Studies at the Mahkota Plengkung Banyuwangi Hotel and Restaurant). *Journal of Business Administration* .
- Radik, & Maura Bahush. (2015). The influence of the work environment on job satisfaction. *Procedia Economics and Finance* , 23, 717–725 .
- SU Lehman, Aamer Shareef, Mahmood, A., and Ishaque, A. (2012). Recognized leadership style and organizational commitment. *Interdisciplinary Journal of Contemporary Studies in Business May* , 4 (2), 616–626.
- Rivai, VH, and Murni, S. (2013). *education Management. Analytical theory and practice* . Jakarta: Rajawali Press.
- Rivai, V., and Mulyadi, D. (2013). *leadership and organizational behavior* . Jakarta: PT Rajagrafindo Persada.
- Samson, Budianto, Katini. (2017). The impact of the work environment on employee performance at

---

SBU Distribution Region I Jakarta PT Perusahaan Gas Negara (Persero) Tbk. *Scientific Journal of Pamrang University Management Study Program* .

- Samson, GN, Waiganjo, M., & Koima, J. (2015) The impact of the work environment on the performance of public bank employees in the city of Nakuru. *International Journal of Management Studies and Research* , 3 (12), 76–89.
- Aware Mayanti. (2013). *Personnel management, bureaucratic reform and civil servant management* . Bandung: PT Refika Aditama.
- Simamora, H. (2006). *Personnel management* . Yogyakarta: YKPN College of Economics.
- Sondang, S. (2016). *Jakarta Management Information System* : Bumi Aksara.
- Sukirno, S. (2004). *Introduction to macroeconomic theory* . Jakarta: PT Raja Grafindo Persada.
- Sunarsi, D. (2018). The influence of motivation and discipline on the work productivity of employees at PT. Nandi Swarna Bumi. *Active Journal* , 1 (1), 66–82.
- Suwatno, & Priansa, DJ (2011). *Human resource management in public and business organizations* . Bandung: CV Alpha Beta.
- Wibowo, IGP, Riana, G., and Putra, MS (2015). Effect of job stress on job satisfaction and employee organizational commitment. *E-Journal of Economics and Business, Udayana University* , 4 (2), 125–145.
- Yoo, W., Mayberry, R., Bae, S., Singh, K., He, QP, & Jr., JWL (2014). Study of the effect of multicollinearity in multivariate analysis. *Journal of Applied Science and Technology* , 4 (5), 9–19.
- Yurasumi. (2016). The Influence of Recruitment, Selection, and Placement on the Performance of Ka Ryan. *UPI-YPTK Scientific Magazine* , 23 (1), 68–76.