Analysis The Effect Of Recruitment And Work Environment On Employee Performance At Pt Mandom Indonesia Tbk

Budi Rachmawati[1], Achmad Husen[2], Suparno[3]
[1] STIE Mulia Pratama, Jakarta, Indonesia, sukrisnorachma@gmail.com
[2] Universitas Negeri Jakarta, Jakarta, Indonesia, ahusen@unj.ac.id
[3] Universitas Negeri Jakarta, Jakarta, Indonesia, suparno@feunj.ac.id

Corresponding Author: sukrisnorachma@gmail.com

Abstract: This study aims to analyze the effect of recruitment and work environment on employee performance at PT Mandom Indonesia Tbk. Quantitative approach is used with multiple linear regression analysis method to test the relationship between variables. The results showed that the resulting regression equation is $Y = -0.549 + 0.083X_1 + 0.934X_2$, where X_1 is recruitment and X_2 is the work environment. The simultaneous test (F test) shows the value of F_{count} of 26.497 which is greater than F_{tabel} (3.195) with a probability of 0.000 (<0.05). This indicates that recruitment and work environment simultaneously have a significant influence on employee performance. A partial test (t test) shows that the recruitment variable has a t count value of 0.319, which is smaller than the t table (1.677) with a probability value of 0.751 (> 0.05). These results indicate that recruitment does not have a significant influence on employee performance. In contrast, the work environment variable has a t count value of 6.983, which is greater than the t table (-1.677) with a probability of 0.000 (<0.05), so it can be concluded that the work environment has a significant effect on employee performance. The coefficient of determination (R^2) of 50.9% indicates that recruitment and work environment together explain the variation in employee performance by 50.9%, while the other 49.1% is explained by other factors outside this study. This study makes an important contribution in understanding the factors that influence employee performance, especially in the context of manufacturing companies such as PT Mandom Indonesia Tbk.

Keywords: Recruitment, Work Environment, Employee Performance

INTRODUCTION

The information technology is progressing swiftly in today's modern age. This growth must be complemented by the development of human resources, which are crucial to all organizational functions. Addressing human resource challenges remains a primary concern

for organizations seeking to thrive in the globalized environment. Without the backing of competent human resources, organizational activities cannot operate efficiently, regardless of the availability of sufficient facilities, infrastructure, and financial assets. The quality of human resources (HR) is an important factor to improve the performance profitability of an organization or company. Therefore, it is necessary for human resources to have high competence, because expertise and competence will support the improvement of employee performance in a company.

The attainment of these objectives is contingent upon the dependability and commitment of employees to implement the tasks within the agency. Employee performance is a critical factor in assessing the success of an institution or agency. Various elements can influence employee performance, including organizational culture and the enforcement of standard operating procedures. Performance encompasses the realization of organizational goals, which can manifest as both quantitative and qualitative outcomes, as well as the creativity and adaptability desired by the organization. In organizations that operate with high effectiveness, management plays a pivotal role in fostering positive synergies. PT Mandom Indonesia Tbk is a people-oriented company committed to sharing the spirit of OYAKUDACHI with all stakeholders. Oyakudachi is dedicated to serving the environment, social and good governance PT Mandom Indonesia Tbk is famous for its perfume, cosmetics, and hair care products. You must be familiar with products such as Gatsby, Pixy, Pucelle, Tancho, and Johnny Andrean..

One of the keys to improving professional Human Resources (HR) lies in the process of recruitment, selection, training and development of prospective workers. Recruitment is a series of activities to find and attract job applicants with the necessary motivation, ability, expertise and knowledge to cover the shortcomings identified in employee planning. Meanwhile, selection is the process of selecting from a group of applicants or people who meet the requirements of the organization.

Criteria to allocate available positions in accordance with the current circumstances within the organization is essential. The task of identifying a skilled and competent workforce presents significant challenges. Organizations have a responsibility to evaluate potential new members or employees. Consequently, the recruitment process is necessary to assess candidates who express interest in applying. Within organizations, recruitment plays a crucial role in influencing the decision of applicants regarding their application to the organization.

Recruitment both internal and external environments. The internal environment includes prospective employees who are promoted from within the organization, as well as referrals from the families of existing employees. While the external, comes from job forecasters who get information about job vacancies according to their criteria, which they get information through advertisements in print media, newspapers, magazines, leaflets posted in various public places, or through electronic media.

The results of observations at the research site concluded existence of recruitment sources that come from family, friends, and recommendations reduces the company's chances of getting a workforce that has the expertise needed. Employees who are not in accordance with the needs of the company will have difficulty in carrying out their duties. In terms of adaptation to the environment of PT Mandom Indonesia TBK, it is also a consideration for the company before making freelance employees into permanent employees.

According to Mondy (2008: 132) recruitment is the process of attracting people at the right time, in sufficient numbers, and with appropriate requirements, to fill vacancies in the organization. According to Veithzal Rivai (2011: 148) Recruitment is essentially the process of determining and attracting applicants who are able to work in a company. According P. Siagian (2008:102) Recruitment is the process of seeking, finding and attracting capable applicants to work in a company. Work Environment

The work environment is the physical, social, and psychological conditions in the place where a person works. It includes factors such as atmosphere, corporate culture, relationships among colleagues, stress levels, physical facilities, and management. A positive work environment can increase productivity, employee well-being, and job satisfaction. Some elements that can create a good work environment include good communication, fairness, collaboration, development opportunities, and support for work-personal life balance.(Zega 2023) Menurut (Sunarto,2013:27) The work environment is the facilities and infrastructure that exist where employees work can affect employees in carrying out their assigned tasks. According (Sedarmayanti, 2015) defines the work environment as the overall tools and materials at hand, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group.

Human resources (HR) to be managed professionally in order to create a balance between employee needs and the demands and capabilities of the company's organization. This balance is the main key for the company to develop productively and reasonably. With professional human resource management regulations, employees are expected to work productively (Yuliana and Fadhli 2023).

Employee performance is primarily shaped by the skills, experience, and dedication of the workforce involved. It encompasses the actions that employees undertake or neglect to undertake. The level of employee performance directly influences their contributions to the organization.

Performance represents the execution of a plan that has been established within the organization. This execution is carried out by human resources who possess the necessary abilities, competencies, motivation, and interests. The manner in which an organization values and treats its human resources significantly impacts the attitudes and behaviors in relation to performance. Additionally, performance evaluations are conducted based on individual work outcomes within the organization. The effectiveness of performance is assessed through various criteria, including the volume of work produced, adherence to deadlines, quality of work, efficient use of time, and the frequency of errors made.

According to (Kasmir, 2016: 182), "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Mangkunegara, 2013: 67) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given According to (Armstrong and Baron in the journal Wibowo, 2007: 2), performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy.

METHOD

The sample is part of the population taken / determined based on certain characteristics and techniques (Wijaya, 2013: 27).The sample is part of the population that is used as a research subject as a "representative" of the population members (Supardi, 2005: 103). n= N/(1+Ne^2) n = sample, N = population, e = sample error of 1-15%, In this study, employees of PT Mandom Indonesia tbk. 1 last month, which is 100 people, the sample is calculated with an error of 10%, so the sample is determined as: n = 100; 1+(100x(0.12)); n = 100/2 = 50

In accordance with the above calculations, from a population of 100 employees, researchers will take a sample of 50 employees. This study uses primary data from research collected using a questionnaire. The questionnaire is a list of questions asked to respondents to obtain data related to the research. This questionnaire is intended to obtain data in testing the hypothesis. Data collection is done by distributing the questionnaire to employees in accordance with the instructions provided . The data collection method is a technique or method used by researchers to obtain data that will be analyzed to produce a conclusion

(Bawono, 2006: 29). Techniques for obtaining the data needed in this study are data obtained by researchers from the field and literature.

Observation Literature Research, Documentation, Questionnaire, with Likert Scale Likert scale, namely Strongly Agree (SS) 5, Agree (S) 4, Neutral / Undecided (N) 3, Disagree (TS) 2, Strongly Disagree (STS) is 1.Stages of Data Analysis To analyze panel data, it is necessary to test the correct model specification to describe the data there are: how Test, Hausman Test, Validity Test, Reliability Test then Classical Assumption Test consists of Normality Test, Multicollinearity Test, Heterodasticity Test, Autocorrelation. Data analysis techniques with multiple linear regression are used to determine how the influence between the independent variable and the dependent variable, namely between the communication variable (X1) and work ethic (X2) on service quality (Y). By using the following formula: $Y = \alpha + b1X1 + b2X2$, Description: Y = Service Quality ,α = Constant

Hypothesis Testing. Partial Test (t-test), Simultaneous Test (f-test), and goodness of fit test in principle aims to determine whether a distribution of data from the sample follows a certain theoretical distribution or not. The goodness of fit test is carried out by measuring the coefficient of determination
($R2$).

RESULT AND DISCUSSION

On August 28, 1993, PT Mandom Indonesia Tbk obtained an effective statement from BAPEPAM-LK to conduct an Initial Public Offering (IPO) of 4,400,000 shares with a nominal value of Rp1,000 per share and an offering price of Rp7,350 per share. The shares were listed on the Indonesia Stock Exchange (IDX) on September 30, 1993. Shareholders who own 5% or more of Mandom Indonesia Tbk's shares include: Mandon Corporation, Japan (60.84%) and PT Asia Jaya Paramita (11.32%). Development of PT Mandom Indonesia Tbk Based on the decision of the Annual GMS held on May 19, 2023, the Company received approval to conduct a corporate action in the form of a stock split with a ratio of 1:2. The number of shares of the Company before the stock split amounted to 201,066,667 shares with a nominal value of Rp500/share. After the stock split, the Company's total shares amounted to 402,133,334 shares with a nominal value of Rp250/share.

General Description of Respondents Based on Gender

Table 1 Respondent Characteristic based on gender

No	Gender	Quantity	Percent (%)
1	Men	20	40%
2	Women	30	60%
Total		50	100%

. **Source: Primary data processing results, 2024**

Based on this table, based on gender, there are 20 men (40%) and 30 women (60%). So the most respondents are women. General description of respondents based on level of education.

Table 2. Respondent Characteristics Based on Education Level

No	Education level	Quantity Respondent	Percent (%)
1	SMP	3	17%
2	SMA	20	50%
3	D1/D2/D3	12	11%
4	SI	15	22%
Total		50	100%

Source: Primary data processing results, 2024

Based on this table, on the level of education junior high school as many as 3 people (17%), high school as many as 20 people (50%), then the D1 / D2 / D3 generation as many as 12 respondents (11%) and the SI generation as many as 15 respondents (22%). So the most respondents are high school. General description of respondents based on age in the table

Table 3 Karakteristik Responden Based on ages

No	Age	Repondent	Percent (%)
1	Less than 25 y.o	30	60%
2	More than 25 y.o	20	40%
	Total	50	100%

Source: Primary data processing results, 2024

Based on this table, it can be seen that based on the level of education junior high school as many as 3 people (17%), high school as many as 20 people (50%), then the D1 / D2 / D3 generation as many as 12 respondents (11%) and the SI generation as many as 15 respondents (22%). So the most respondents are high school. General description of respondents based on age, based on age the number of respondents see the table .

Table 4 Characteristics of Respondents Based on Work Experience

No	Work experience	Respondent	Percent (%)
1	Less than 5 years	15	30%
2	More than 5 years	5	10%
3	More than 10 years	30	60%
	Total	50	100%

Source: Primary data processing results, 2024

Based on this table, work experience, there are 15 people (30%) with less than 5 years of work experience, and more than 5 years of age are 5 respondents (10%) and more than 10 years of work experience are 30 respondents. So the most respondents are those whose work experience is more than 10 years. Employee Performance Indicators, The following are respondents' responses to variables from the indikator:

Tabel 5 Work targets expected by PT Mandom Tbk

No o	Criteria	Qty	%
1	Strongly agree(SS)	24	48%
2	Agree(S)	24	48%
3	Neutral (N)	2	4%
4	Disagree (TS)	0	0%
5	Strongly disagree (STS)	0	0%
	Total	**50**	**100 %**

Sumber: Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 24 respondents (48%), respondents who answered agree were 24 respondents (48%), who answered neutral were 2 respondents (4%).

Tabel 6 Employees achieve good work quality

No	Criteria	QTY	%
1	Strongly agree(SS)	31	62%
2	Agree(S)	15	30%
3	Neutral (N)	4	8%
4	Disagree (TS)	0	0%
5	Strongly Disagree	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 31 respondents (62%), respondents who answered agree were 15 respondents (30%), and those who answered neutral were 4 respondents (8%).

Table 7 The costs incurred by the company are well allocated so that the company's targets can be achieved.

No	Criteria	QTY	%
1	Strongly agree(SS)	22	44%
2	Agree(S)	23	46%
3	Neutral (N)	4	8%
4	Disagree (TS)	1	2%
5	Strongly Disagree	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 22 respondents (44%), respondents who answered agree were 23 respondents (46%), those who answered neutral were 4 respondents (8%) and the remaining 1 respondent (2%) answered disagree.

Recruitment Indicator

The following are the answers to each indicator of the variable:

Tabel 8. Labor market becomes a better opportunity to attract applicants

No	Criteria	QTY	%
1	Strongly agree(SS)	26	52%
2	Agree(S)	24	48%
3	Neutral (N)	0	0%
4	Disagree (TS)	0	0%
5	Strongly disagree (STS	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 26 respondents (52%), respondents who answered agree were 24 respondents (48%).

Table 9.Based on the table above, respondents who answered strongly agree were 26 respondents (52%),
respondents who answered agree were 24 respondents (48%).

No	Criteria	QTY	%
1	Strongly agree(SS)	32	64%
2	Agree(S)	18	36%
3	Neutral (N)	0	0%
4	Disagree (TS)	0	0%
5	Strongly disagree (STS)	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 32 respondents 64%), respondents who answered agree were 18 respondents (36%).

Table 10. Promotion policies within the company can have a big impact on recruitment.

No	Criteria	QTY	%
1	Strongly agree(SS)	25	50%
2	Agree(S)	23	46%
3	Neutral (N)	2	4%
4	Disagree (TS)	0	0%
5	Strongly disagree (STS)	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 25 respondents (50%), respondents who answered agree were 23 respondents (46%), and those who answered neutral were 2 respondents (2%). Work Environment Variable Indicators The following are respondents' responses to variables from the indicator:

Table 11. Lighting **in the workplace adequately**

No	Criteria	QTY	%
1	Strongly agree(SS)	38	76%
2	Agree(S)	12	24%
3	Neutral (N)	0	0%
4	Disagree (TS)	0	0%
5	Sangat Tidak Setuju (STS)	0	0%
	Total	50	100%

Source: data processed by excel & Eviews 12

Based on the table above, respondents who answered strongly agree were 38 respondents (78%), respondents who answered agree were 12 respondents (24%).

Tabel 12 The temperature is good **work condition.**

No	Qty	Qty	%
1	Strongly agree(SS)	29	58%
2	Agree(S)	20	40%
3	Neutral (N)	1	2%
4	Disagree (TS)	0	0%

| 5 | Strongly disagree (STS) | 0 | 0% |
| | Total | 50 | 100% |

Based on the table above, respondents who answered strongly agree were 29 respondents (58%), respondents who answered agree were 20 respondents (40%), who answered neutral were 1 respondent (2%).

Table 13. Air circulation works well.

No	Criteria	Qty	%
1	Strongly agree(SS)	29	58%
2	Agree(S)	20	40%
3	Neutral (N)	1	2%
4	Disagree (TS)	0	0%
5	Strongly disagree (STS)	0	0%
	Total	50	100%

Based on the table above, respondents who answered strongly agree were 29 respondents (58%), respondents who answered agree were 20 respondents (40%), and those who answered neutral were 1 respondent (2%).

Table 14. Descriptive statistical test results

	X1	X2	Y
Mean	34.84000	45.70000	45.00000
Median	35.00000	46.00000	46.50000
Maximum	39.00000	50.00000	50.00000
Minimum	31.00000	38.00000	29.00000
Std. Dev.	2.023938	3.929221	5.099020
Skewness	-0.078201	-0.450217	-0.875155
Kurtosis	2.629793	1.906921	3.157030
Jarque-Bera	0.336490	4.178339	6.433840
Probability	0.845147	0.123790	0.040078
Sum	1742.000	2285.000	2250.000
Sum Sq. Dev.	200.7200	756.5000	1274.000
Observations	50	50	50

Independent Variable
Recruitment

The descriptive statistical analysis test results from table 4.14 show that Recruitment with a sample size of 50 has a minimum value of 31,000, a maximum value of 39,000, a mean value that describes the average Recruitment (X1), is 34,840 and the standard deviation is 2.023938 indicating that the data deviation is relatively small compared to the mean value.

Work Environment

The descriptive statistical analysis test results from table 4.14 show that the Work Environment with a sample size of 50 has a minimum value of 31,000, the maximum value is

39,000, the mean value which describes the average Work Environment (X2) in Perumda Tirta patriot is 34,700 and the standard deviation is 1,693, indicating that the data deviation is relatively small compared to the mean value. Dependent variable

Employee Performance
The descriptive statistical analysis test results from table 4.14 show that Employee Performance with a sample size of 50
has a minimum value of 30,000, the maximum value is 40,000, the mean value that describes the average is 35,060 and the standard deviation is 2,436 indicating that the data deviation is relatively small compared to the mean value.

Quantitative Analysis
Quantitative methods are: "A research method based on the philosophy of positivism, the method is used to examine certain populations and samples.
And how to collect data using instruments, statistical data analysis and the aim is to test the hypothesis that has been set ". This method is used to analysis data presented in the form of numbers, namely those related to recruitment and work environment employee performance at PT Mandom Indonesia Tbk.

Validity Test
The validity test is carried out to measure whether the indicators or questionnaires of each variable are valid or not. Tests are carried out by comparing t count and r table using the Eviews 12 program. Based on table 15. , the correlation between X1 and X obtained a correlation coefficient of 0.468047 and p-value: 0.0006, which means that there is a moderate positive correlation between X1 and X2, and this correlation is statistically significant ($p < 0.05$). while the correlation between X1 and Y has a correlation coefficient value of 0.444857 and p-value: 0.0012,
there is a positive correlation between X1 and Y, and this correlation is statistically significant ($p < 0.05$). For the correlation between X2 and Y has a correlation coefficient: 0.553579 and p-value: 0.0000, meaning that there is a moderate to strong positive correlation between X2 and Y, and this correlation is highly significant ($p < 0.05$). All variables (X1, X2, and Y) show significant correlations with each other. The correlations are positive, indicating that as one variable increases, the other variable tends to increase as well. X2 has the strongest correlation with Y, followed by X1's correlation with Y, and then X1's correlation with X2.

Table 15. Validity Test Covariance Analysis: Ordinary

Correlation Probability	X1	X2	Y
X1	1.000000		

X2	0.468047	1.000000	
	0.0006	-----	
Y	0.444857	0.553579	1.000000
	0.0012	0.0000	-----

Source of data processed with excel & Eviews 12

Thus the indicators or questionnaires used by each variable of Employee Performance, recruitment and Work Environment are declared valid to be used as variable measuring instruments.

Reliability Test

The reliability test is used to determine whether the indicator or questionnaire used can be trusted or reliable as a variable measuring instrument. Cronbach's Alpha is very suitable for use on scale scores (eg 1-4, 1-5) or range scores (eg 0-20, 0-50), for testing usually uses a limit of 0,6.

Table 16. Reliability Test

Variable	Cronbach' s Alpha	Standar Reabilita s	note
Employee perfomance	0,964	0,60	Reliable
Recruitment	0,891	0,60	Reliable
Work environment	0,893	0,60	Reliable

Source of data processed with excel & Eviews 12

The Cronbach's alpha value of all variables is greater than 0.60, so it can be concluded that the indicators or questionnaires used in the Employee Performance, recruitment and Work Environment variables are all declared reliable or can be trusted as a variable measuring instrument.

Table 17. Coefficients

Model		Unstandardize d Coefficients		Standard ized Coeffici ents	T	Sig.
		B	Std. Error	Beta		
1	(Consta nt)	-0.548	9.633		-0.056	0.954
	Recruitment	0.082	0.259	,313	0.318	0.751
	Work environment	0.933	0.133	,160	6.983	0.000

Dependent Variable: employee performance Source: Data with Eviews 12

Table 18. Multi Linear Regression Analysis

Dependent Variable: Y				
Method: Least Squares				
Date: 06/18/24 Time: 03:38				
Sample: 1 50				
Included observations: 50				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.548802	9.633669	-0.056967	0.9548
X1	0.082788	0.259542	0.318977	0.7512
X2	-0.933577	0.133690	6.983163	0.0000
R-squared	0.529972	Mean dependent var		45.00000
Adjusted R-squared	0.509971	S.D. dependent var		5.099020
S.E. of regression	3.569421	Akaike info criterion		5.440808
Sum squared resid	598.8160	Schwarz criterion		5.555530
Log likelihood	-133.0202	Hannan-Quinn criter.		5.484495
F-statistic	26.49699	Durbin-Watson stat		1.508548
Prob(F-statistic)	0.000000			

Source: Eviews 2024, processed by the author

Hypothesis Testing.

This research has a hypothesis testing stage. Hypothesis testing is done by using to test the truth and draw conclusions to accept or reject the statement. Hypothesis testing used is the T test, F test and coefficient of determination (R^2).

The t-test

The purpose of the test is to statistically test whether the regression coefficient of each independent variable has a real or not real effect on the dependent variable by comparing the t-count value with the t-table. The criteria for testing the hypothesis using the t-statistic is to use a significance value of t 0.05 or a
= 5% is as follows

Table 19. Uji T

Dependent Variable: Y				
Method: Least Squares				
Sample: 1 50				
Included observations: 50				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.548802	9.633669	-0.056967	0.9548
X1	0.082788	0.259542	0.318977	0.7512
X2	0.933577	0.133690	6.983163	0.0000

Source: Data Processing Results with Eviews 12, 2024

The T table value with a real level (a) = 5% and df (n-2) = 50-2 = 48, is -1.677. Based on the Coefficients table above, it can be explained that the t value for the recruitment variable on employee performance is 0.319, this means that t count (0.319) > t table (-1.677) and Prob. (0.751) > 0.05 then Ho accepts and Ha is rejected. This means that there is no influence between recruitment on the performance of employees of PT Mandom Indonesia Tbk. Based on the Coefficients table above, it can be explained that the t value for the Work Environment variable on Employee Performance is 6.983, this means that the t value (6.983)> t table (-1.677) and Prob. (0.000) <0.05 then Ho is rejected and Ha is accepted. This means that there is an influence between the Work Environment on the Performance of Employees of PT Mandom Indonesia Tbk.

F test

The F test is carried out so that it can be seen whether there is an influence or not simultaneously between the independent variable and the dependent variable. This test is done by comparing f-count with f-table. The basis for decision making is the level of significance f <0.05, the hypothesis is accepted, meaning that all independent variables together have an effect on the dependent variable. To test the feasibility of the model, you can use the f-statistic with a significance level of 0.05 or α = 5%.

Table 20. Hasi test f (simultaneous)

R-squared	0.529972	Mean dependent var	45.00000
Adjusted R-squared	0.509971	S.D. dependent var	5.099020
S.E. of regression	3.569421	Akaike info criterion	5.440808
Sum squared resid	598.8160	Schwarz criterion	5.555530
Log likelihood	-133.0202	Hannan-Quinn criter.	5.484495
F-statistic	26.49699	Durbin-Watson stat	1.508548
Prob(F-statistic)	0.000000		

Source: Data Processing Results with Eviews 12, 2024

Based on the f-count (f-statistic) results from table 4.23, it can be seen that the number of observations in this study was 36 with a total of 3 variables consisting of 2 independent variables and 1 dependent variable and alpha 5%. To obtain the f-table, it is done by finding df (N1) and df (N2). df (N1) = k-1 df (N1) = 3-1 = 2 df (N2) = n - k df (N2) = 50-3 = 47 f-table = 3.195 The f-count (f-statistic) test result is 26.497 > 3.195 f-table and the probability value is

0.000 < 0.05. Therefore, it can be said that the recruitment system and the work environment simultaneously have a significant influence on the performance of employees of PT Mandom Indonesia Tbk.

Coefficient of Determination

Tabel 21. Coefficient Determination

R-squared	0.529972	Mean dependent var	45.00000
Adjusted R-squared	0.509971	S.D. dependent var	5.099020
S.E. of regression	3.569421	Akaike info criterion	5.440808
Sum squared resid	598.8160	Schwarz criterion	5.555530
Log likelihood	-133.0202	Hannan-Quinn criter.	5.484495
F-statistic	26.49699	Durbin-Watson stat	1.508548
Prob(F-statistic)	0.000000		

Source: Data Processing Results with Eviews 12, 2024

The coefficient of determination is used to determine how much the contribution of the independent variables, namely recruitment and work environment to the dependent variable of employee performance of PT Mandom Indonesia Tbk. Based on this table, it can be seen that the Ksquare (R^) value is 0.509, this figure illustrates that the performance of PT Mandom Indonesia Tbk employees can be explained by the recruitment and work environment variables by 50.9% while the rest are other factors that are not included in this study.

The coefficient of determination is part of the diversity of variable Y (bound) that can be explained or accounted for by the diversity of variable X (free), which is a coefficient that measures the percentage contribution of variation X to Y.

In this research, the value of R2 illustrates that recruitment and the work environment affect employee performance by 50.9%, meaning that if there is an increase in the recruitment variable and the work environment on the employee performance variable of PT Mandom Indonesia Tbk. Conversely, if there is a decrease in recruitment and work environment, it will reduce employee performance. According to the significant criteria for the influence of the variable = 0.509 (50.9%) which means that this study has a significant effect, because R2 = 0 then the influence between recruitment and work environment on employee performance, weak. Nevertheless, recruitment and work environment variables should be a concern for companies in order to improve employee performance.

CONCLUSION

Based on the results of the analysis with multiple linear regression of variables that the author did on the Recruitment and Work Environment variables on employee performance are: Y = (-0.549) + 0.083 X1 + 0.934 X2, The results of the f-count test (fstatistic) are 26.497> 3.195 f-table and the probability value is 0.000 <0.05. Therefore, it can be said that the Recruitment system and work environment simultaneously have a significant influence on Employee Performance of PT Mandom Indonesia Tbk The t table value with a real level (a) = 5% and df (n-2) = 50-2 = 48, is (-1.677). Based on the Coefficients table above, it can be explained that the t count value for the recruitment variable on employee performance is 0.319, this means that t count (0.319)> t table (1.677) and Prob. (0.751) > 0.05 then Ho is accepted and Ha is rejected. This means that there is no influence between recruitment on employee performance at PT Mandom Indonesia Tbk. In terms of the calculated t value for the Work Environment variable on Employee Performance is 6.983, this means that the calculation

(6.983) > t table (-1.677) and Prob. (0.000) < 0.05 then Ho is rejected and Ha is accepted. This means that there is an influence between the Work Environment on Employee Performance at PT Mandom Indonesia Tbk.

The coefficient of determination is part of the diversity of the Y variable (dependent) that can be explained or calculated by the diversity of the X variable (free), namely the coefficient that measures the percentage contribution of X variation to Y. In this study, the R2 value illustrates that recruitment and work environment have an effect on employee performance of 50.9 percent, meaning that 49.1 percent is influenced by other variables.

Based on the results of the analysis that there is a positive influence between recruitment and work environment on Employee Performance In terms of recruitment, recruitment efforts must be increased and new sources must be sought. Although the daily activities of recruiters have provided intuition about the labor market, accurate labor data found in professional journals and reports can be used. In terms of the Work Environment, leaders must pay attention to or supervise cooperation between subordinates and leaders must create a comfortable and friendly working atmosphere. And in terms of Employee Performance, leaders must provide more training and education to employees so that they will improve their work performance. Therefore, recruitment and the work environment must be given more attention by the company, because it will affect employee performance factors. Thus, it can provide work enthusiasm for employees

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