

THE INFLUENCE OF RECRUITMENT, DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. KILANG KECAP ANGSA

PENGARUH REKRUTMEN, DISIPLIN, DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DI PT. KILANG KECAP ANGSA

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ABSTRACT

This study aims to analyze the effects of recruitment, discipline, and work environment on employee performance at PT. Kilang Kecap Angsa. The study employs a quantitative approach using a saturation sampling technique, which yielded a sample of 93 participants. Data were collected through interviews and questionnaires and analyzed using multiple regression. The results of the study indicate that recruitment has a positive and significant effect on employee performance (t -calculated 2.463 > t -table 1.987). Discipline does not affect employee performance because t -calculated 0.720 < t -table 1.987. Meanwhile, the work environment does not affect employee performance because t -calculated 1.589 < t -table 1.987. At the same time, recruitment, discipline, and the work environment collectively have a positive and significant impact on employee performance. These three variables contribute 51.9% to employee performance, while the remaining factors not included in this study account for 48.1%.

Keywords: Recruitment, Discipline, Work Environment, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh rekrutmen, disiplin, dan lingkungan kerja terhadap kinerja karyawan di PT. Kilang Kecap Angsa. Studi ini menggunakan pendekatan kuantitatif dengan teknik sampling jenuh, yang mengumpulkan 93 orang yang berpartisipasi sebagai sampel. Data dianalisis menggunakan regresi berganda setelah dikumpulkan melalui wawancara dan penyebaran kuesioner. Hasil penelitian menunjukkan bahwa rekrutmen memiliki pengaruh positif dan signifikan terhadap kinerja karyawan thitung 2,463 > ttabel 1,987. Disiplin tidak berpengaruh terhadap kinerja karyawan karena thitung 0,720 < ttabel 1,987, Sementara itu, lingkungan kerja tidak berpengaruh terhadap kinerja karyawan, karena thitung 1,589 < ttabel 1,987. Pada saat yang sama, rekrutmen, disiplin, dan lingkungan kerja secara bersama-sama memiliki dampak positif dan signifikan terhadap kinerja karyawan. Variabel ketiga tersebut memberikan kontribusi sebesar 51,9% terhadap kinerja karyawan, sedangkan sisa faktor-faktor lain yang tidak termasuk dalam penelitian ini sebesar 48,1%.

Kata kunci : Rekrutmen, Disiplin, Lingkungan Kerja, Kinerja Karyawan

INTRODUCTION

1.1 Background

Human resources (HR) are strategic assets of the company that must be maintained and developed in order to contribute optimally to the sustainability of the organization (Siregar, 2018). Employee performance, which in turn contributes to the influence of organizational satisfaction, is greatly contributed by the influence of human resource management. As a result,

improving staff performance is essential to make an improvement in the overall quality of the company. The effectiveness of employee performance can be improved using high-quality human resources that meet the needs of the job (Ananda Lubis et al., 2019). Therefore, businesses need to focus on a number of HR management issues, especially those related to increasing staff productivity. The work results achieved by individuals when carrying

out the tasks and obligations that have been delegated to them are referred to as employee performance. Performance is an important component for a company to achieve its goals because it represents the tangible behavior that each person shows as a result of the work produced in harmony with his or her function in the organization (Lina, 2020).

PT. Kilang Kecap Angsa is a company engaged in the production and distribution of soy sauce, especially sweet and salty variants. This company faces a number of challenges that have the potential to reduce employee performance levels, one of which is the recruitment process that is not optimal. This situation is caused by the recruitment process that is still limited, closed, and tends to prioritize certain individuals, such as family members or close relatives. This condition can result in companies failing to get candidates who meet the qualifications and needs of the organization, so that it has the potential to affect the overall performance of employees.

In general, the improvement of employee performance is influenced by a number of factors, such as recruitment, work discipline, and work environment. One of the main factors is recruitment, which is the initial process to obtain quality human resources. Recruitment is defined as the process of finding and attracting job applicants who are considered to have the skills and ability to work in a company as an employee (Lina, 2020). An effective recruitment process allows companies to recruit employees whose abilities and competencies align with the needs of the organization, thereby supporting the improvement of employee performance.

In addition to the recruitment process, work discipline is also a key factor to make employee performance improve. Work discipline shows the

extent to which employees obey the rules and norms that apply in the company (Saleh & Utomo, 2018). Discipline is a process that fosters an individual's awareness of the importance of upholding and realizing organizational goals objectively through compliance with organizational regulations. Good work discipline can make an increase in work effectiveness and employee performance.

The work environment is another element that contributes to the influence of employee performance. According to research, employee performance can be improved by *Significant* through a pleasant work environment, a good work culture *Positive*, as well as modifications to the workload accordingly (Jodie Firjatullah et al., 2023). Employee morale and productivity can increase when they work in a friendly, safe, and supportive atmosphere.

Based on this understanding and the findings of previous research, the researcher was encouraged to carry out a study entitled "**The Influence of Recruitment, Discipline, and Work Environment on Employee Performance at PT. Kilang Kecap Angsa.**"

1.2 Literature Review

1.2.1 Recruitment

Recruitment is a process that involves planning decision-making by human resource management (Mawarni & Sularmi, 2024). Refer Sunarsi Denok (2018), recruitment is a crucial issue for companies to reach the workforce. If the recruitment process is successful—that is, marked by a large number of applicants—then the company's chances of getting the best employees will increase dramatically. *Significant*, as the organization will have a wide range of optimal options among the available applicants. Refer Supriyati & Hutapea,

(2022)The variable indicators of the recruitment process include the following aspects:

1. Where to Hire
2. Internal Registration Sources
3. External Registration Sources
4. Closed Registration Method
5. Open Registration Method

1.2.2 Discipline

Refer Prianka, (2023), Work discipline is the responsibility of a company or organization to ensure employee discipline, with the aim of improving employee performance beyond the previous level and preventing employees from acting at will by carrying out non-essential activities during working hours. Kerja et al. (2023) define work discipline as employee compliance with policies, guidelines, and practices set by the organization. Employee productivity can increase when they are able to work effectively and efficiently thanks to good work discipline. Refer Handayani & Oktapiani (2021), some indicators that contribute to the influence of the level of work discipline are:

1. Attendance
2. High Alert Level
3. Compliance with Work Standards
4. Compliance with Work Rules
5. Work ethically

1.2.3 Work Environment

Refer Sustenance Ananda Lubis (2025), the work environment encompasses all conditions in which employees carry out their duties—either directly or indirectly—that contribute to the implementation of the company's responsibilities. A good and comfortable workplace can increase enthusiasm and enthusiasm for work, while an unsupportive work environment tends to dampen that enthusiasm and enthusiasm. The work environment is the atmosphere

or context that employees face every day; Therefore, the environment must be designed and optimized as much as possible to support employee performance and ensure operational efficiency (Kasmiasi & Jelatu, 2024). Work environment indicators, refer to Sugiyanto et al (2025), including:

1. Correlation Between Colleagues
2. Workplace Conditions
3. Availability of Work Facilities

1.2.4 Employee Performance

Refer Husna & Prasetya (2024), employee performance is defined as the ability to meet job requirements, namely completing work targets on time or without exceeding the specified time limit, in accordance with the company's values and ethics. Performance is a very important aspect and deserves attention, considering its proven benefits for achieving organizational goals (Imam Sakhroni et al., 2025). Refer Siti Otaviani Putri & Ratnawaty Marginingsih (2025), there are five indicators used to assess employee performance, namely:

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

1.3 Theory of Influence

A study conducted by Trisha Dhea Vena (2023) entitled "The Influence of Recruitment, Work Environment, and Discipline on Employee Performance at PT. Bahagia Intra Niaga" uses data analysis techniques, namely t-test, multiple linear regression, and F-test. The results of the study show that recruitment, work environment, and discipline contribute to the *Significant* on employee performance.

The research "The Simultaneous Influence of Leadership and Work Discipline on Employee Performance at PT Central Capital Futures Cabang Malang" by Any Isvandari and Bagus Al Idris (2018) uses multiple linear regression analysis techniques and causal quantitative approaches (cause and effect). The t-test (partial) and the F-test (simultaneous) were used to test the hypothesis. Both work discipline and leadership have a good and *significant influence* on employee performance, referring to the results of the partial t-test. Employee performance is *significantly influenced* by work discipline and leadership, referring to the results of simultaneous F tests.

The research entitled "The Influence of the Work Environment on Employee Performance at PT. Mentari Persada di Jakarta" applies statistical analysis techniques that include regression tests, correlation, determination, and hypothesis testing. The results of the analysis appear to be related to work environment variables that contribute significantly to employee performance.

1.4 Conceptual Framework

Based on the discussion above, the conceptual framework of this research can be formulated, namely:

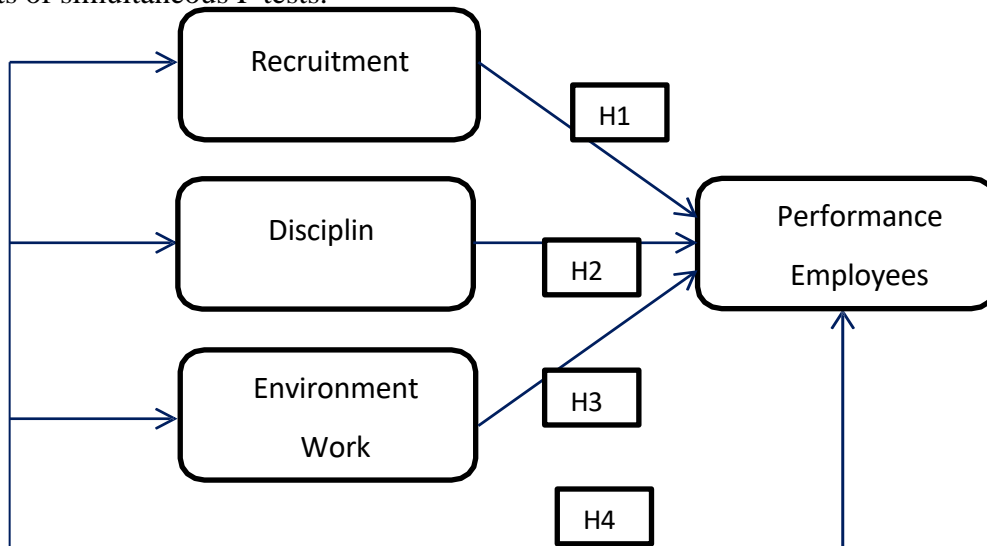


Figure 1. 1 Conceptual Framework

1.5 Hypothesis

A hypothesis is a provisional answer to a research question that will be tested for veracity using empirical data that has been collected.

- H1: Recruitment affects employee performance at PT. Kilang Kecap Angsa.
- H2 : Discipline affects employee performance at PT. Kilang Kecap Angsa.
- H3 : The work environment affects employee performance at PT. Kilang Kecap Angsa.

H4 : Recruitment, discipline, and work environment together affect employee performance at PT. Kilang Kecap Angsa.

RESEARCH METHODS

2.1 Research Approach

Quantitative research methodology is used in this study. Suharsimi (2022) defines quantitative research as a scientific approach that tests the hypothesis of using quantitative data, including numbers, graphs, and

tables, as well as quantitative and statistical data analysis.

2.2 Research Time and Place

This research was carried out in the period from May 2025 to September 2025. This research was carried out at PT. Kilang Kecap Angsa, Jl. Bono No. 6, Medan.

2.3 Population and Sample

2.3.1 Population

Sulistiyowati, (2017) defines population as all components of a study, including goods and individuals with certain attributes. A total of 93 employees of PT. Kilang Kecap Angsa from May to September 2025 is the population of this study.

2.3.2 Sample

Refer Dewi et al., (2023), a sample is a part of the selected population using a specific process to ensure the accuracy and generalization of the data collected. Non-probability sampling is the sampling strategy used in this study. Non-probability sampling, referring to Suriani et al., (2023), is a sampling method that does not give each member of the population a similar opportunity to be selected as a sample. Saturated sampling (census) is the non-probability sampling method used in this study. Saturated sampling is a sampling approach in which all members are included in the sample, referring to Suriani et al., (2023). The population size is relatively small—less than 100 individuals—which is why saturated sampling techniques were chosen. It is clear from the previous statement that there were ninety-three individuals in the sample.

2.4 Variable Operational Definition

Table 2. 1 Variable Operational Definition

Variabel	Pengertian	Indikator	Skala
Rekrutmen X1	Rekrutmen adalah proses penting dalam suatu organisasi yang bertujuan untuk mengidentifikasi, mencari, dan menarik calon karyawan yang memenuhi kualifikasi yang dibutuhkan oleh perusahaan.	1. Tempat perekrutan 2. Sumber pendaftaran internal 3. Sumber pendaftaran eksternal 4. Metode pendaftaran tertutup 5. Metode pendaftaran terbuka	Likert t
Disiplin X2	Disiplin mengacu pada sikap dan perilaku yang mencerminkan kepatuhan terhadap aturan dan ketentuan yang ditetapkan oleh perusahaan.	1. Kehadiran 2. Ketaatan pada peraturan kerja 3. Ketaatan pada standar kerja 4. Tingkat kewaspadaan tinggi 5. Bekerja etis	Likert t
Lingkungan Kerja X3	Lingkungan kerja merujuk pada segala aspek dan kondisi yang ada disekitar pegawai saat melaksanakan tugas sehari-hari.	1. Hubungan antar rekan kerja 2. Suasana tempat kerja 3. Tersedia fasilitas kerja	Likert t
Kinerja Karyawan Y	Kinerja karyawan mengacu pada hasil kerja yang dihasilkan oleh individu-individu dalam suatu organisasi, yang dapat diukur berdasarkan kontribusi mereka dalam menyelesaikan tugas dan mencapai target yang telah ditetapkan dalam jangka waktu tertentu.	1. Kualitas 2. Kuantitas 3. Ketepatan waktu 4. Efektivitas 5. Kemandirian	Likert t

2.5 Data Collection Techniques

In this study, data collection related to research problems was carried out using approaches, namely:

1. Questionnaire

A questionnaire is a data collection instrument that is carried out by sharing a series of written statements or questions to respondents to be answered. The questionnaire in this study was distributed to all employees.

2. Interview

A meeting between 2 people for the purpose of exchanging ideas and information through a question and answer session that allows the creation of meaning on a certain subject is called an interview. To detect the phenomenon that takes

place within the organization, interviews are conducted at the initial stage of the research with employees from each company.

2.6 Test Instruments

2.6.1 Validity Test

Refer Slamet et al., (2023), validity is a measure that shows the level of validity or correctness of an instrument. Therefore, validity testing measures the extent to which the instrument functions properly. The validity test criteria used is the value $r \text{ calculate} \geq \text{value } r \text{ table}$, as well as the existence of correlations *Positive* on each statement, so that each statement can be declared valid.

2.6.2 Reliability Test

Refer Slamet et al., (2023), reliability is a test used to measure or observe the consistency of a measurement object. This test was carried out on a questionnaire using a measure *Cronbach's Alpha* (α). When the value *Cronbach's Alpha* Beyond 0.6, the statement of the item in the corresponding questionnaire is considered reliable. Conversely, when the value of *Cronbach's Alpha* below 0.6, the item's statement is considered unreliable.

2.7 Classic Assumption Test

2.7.1 Normality Test

A test to ascertain whether the distribution of normal data is called a normality test, referring to Azhari et al., (2023). If the sample is normally distributed, multiple regression analysis can be performed as a parametric statistical test. The distribution of data points along the diagonal axis on the Normal P-P Plot graph can be used to carry out the identification of normality characteristics. Kolmogorov-Smirnov test of one sample on *Significance Level* Exceeding 0.05 is the technique used.

2.7.2 Multicollinearity Test

Refer Victorian (2022), multicollinearity is a test that is carried out on *Regression Model* linear that has more than 1 *Independent Variable*. The purpose of this test is to carry out multicollinearity identification by looking for correlations between *Independent Variable*. No interconnection *Independent Variable* on *Regression Model* well-designed. When the tolerance value at *Regression Model* beyond 0.10 or a VIF value below 10, multicollinearity is said to be non-existent.

2.7.3 Heterokedasticity Test

Refer (Purnomo, 2017), heteroscedasticity refers to residual variants that are not constant across observations in *Regression Model*. *Regression model* good does not show heteroscedasticity, but homoscedasticity. Some methods to test heteroscedasticity include:

1. Graph Method

Scatterplot diagrams can be used to test heteroscedasticity. This technique involves observing the distribution of points on a regression scatterplot diagram. There is no heteroscedasticity if the dots are scattered randomly and do not show a clear pattern above and below the 0 line on the Y axis.

2. Gleser Test Method

The criteria for testing heteroscedasticity using the Gleser method are:

- a. If the *significance value* exceeds 0.05, then there is no heteroscedasticity.
- b. If the *significance value* is below 0.05, then there is heteroscedasticity.

2.8 Multiple Liner Regression

Techniques for establishing how much influence one or more have *Independent Variable* on *Dependent Variable* and predict *Dependent Variable* based on *Independent Variable* This is a multiple linear regression analysis. The purpose of this analysis is to ascertain how *Independent Variable* relate to or contribute influence *Dependent Variable* which is considered constant. (Azhari et al., 2023). The formula for the multiple linear regression equation is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y = Employee Performance
- a = Kostanta
- b = Free variable coefficients
- X1 = Recruitment
- X2 = Discipline
- X3 = Work Environment
- e = Percentage of error (5%)

2.9 Hypothesis Test

2.9.1 T test (Partial test)

Refer Azhari et al., (2023), the t-test was carried out to test the research hypothesis related to the partial influence of each *Independent Variable* on *dependent variable*. This test is carried out by comparing *t calculate value* with *t table* Based on the criteria, namely:

- a. If the *t calculate value* exceeds the value of the *t table* and the *significance level value* is below 0.05, then the hypothesis is accepted.
- b. If *t calculates the value* below the value of the *t table* and the *significance value of the level* exceeds 0.05, then the hypothesis is rejected.

2.9.2 F test (Simultaneous Test)

Refer Azhari et al., (2023), the F test (simultaneous test) is used to test the combined or simultaneous of the *Independent Variable* on *Stuart T*. This

test criterion is *Significance Level* by 0.05. This test is carried out by comparing the values of *f calculation* and *f tables* based on the following criteria, namely:

- a. "If *f calculation* exceeds *f table* and *sig* below 0.05, the hypothesis is accepted.
- b. If *f counts* below *f table* and *sig* exceeds 0.05 the hypothesis is rejected."

2.9.3 Determination Efficiency Test (R^2)

Determination coefficients are used to measure ability *Regression Model* to describe the variation in the related variable. The determination efficiency ranges from 0 to 1. Low determination competence shows related *Independent Variable* It only has a limited ability to describe related variables.

RESULTS OF RESEARCH AND DISCUSSION

3.1 Research Results

In this study, respondents were divided into a number of groups based on gender and age.

3.2 Respondent Profile

3.2.1 Respondent Profiles by Gender

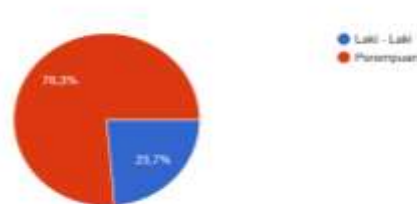


Figure 3. 1 Gender

(Source: Primary Data processed, 2025)

Figure 3.1 presents a comparison of the proportion of respondents based on gender. The red color shows that 76.3% of the respondents are women, while the blue color shows that 23.7% are men. This condition shows that the

number of female respondents is much higher than the number of male respondents in the data presented.

3.2.2 Respondent Profiles by Age

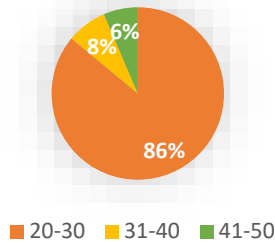


Figure 3. 2 Age

(Source: Primary Data processed, 2025)

Figure 3.2 illustrates the age distribution of respondents, the majority of respondents are in the age range of 20-30 years, which is 86%, followed by the age group of 31-40 years of age at 8%, and the age group of 41-50 years of age at 6%. Therefore, it can be emphasized that the majority of participants are young adults, especially those in the age range of 20-30 years.

3.3 Descriptive Data Analysis

3.3.1 Descriptive Statistics

Descriptive statistics can be seen in table 3.1 below.

Table 3. 1 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Rekrutmen	93	25	50	39.51	5.166
Disiplin	93	30	50	40.86	4.543
Lingkungan Kerja	93	16	30	23.88	3.426
Kinerja Karyawan	93	28	50	39.73	5.363
Valid N (listwise)	93				

Sumber : Hasil pengolahan data dengan SPSS 17, 2025

The software "Statistical Product and Service Solutions (SPSS) 27" was used for the analysis in this study. The recruitment variable has a *minimum value* of 25, a *maximum* of 50, a *mean* of 39.51, and a *standard deviation* of 5.166, referring to the descriptive statistical analysis in table 3.1. The discipline variable has values ranging from 30 to 50, at a *mean* of 40.86 as well as a *standard deviation* of 4.543. The

work environment variable had a *mean* of 23.88, a *standard deviation* of 3.426, a *minimum* of 16, and a *maximum* of 30. The employee performance variable had a *mean* of 39.73, a *standard deviation* of 5.363, a *minimum* of 28, and a *maximum* of 50.

3.4 Validity and Reliability Test Results

Table 3. 2 Validity Test Results

No.	Variabel	Pernyataan	Corrected item Total Correlation	Sig. (2-tailed)	Keterangan
1	Rekrutmen	X1.1	0.778	0.000	Valid
2		X1.2	0.574	0.001	Valid
3		X1.3	0.491	0.006	Valid
4		X1.4	0.435	0.016	Valid
5		X1.5	0.732	0.000	Valid
6		X1.6	0.609	0.000	Valid
7		X1.7	0.604	0.000	Valid
8		X1.8	0.591	0.001	Valid
9		X1.9	0.528	0.001	Valid
10		X1.10	0.529	0.003	Valid
1	Disiplin	X2.1	0.444	0.014	Valid
2		X2.2	0.707	0.000	Valid
3		X2.3	0.734	0.000	Valid
4		X2.4	0.441	0.015	Valid
5		X2.5	0.755	0.000	Valid
6		X2.6	0.645	0.000	Valid
7		X2.7	0.654	0.000	Valid
8		X2.8	0.748	0.000	Valid
9		X2.9	0.633	0.000	Valid
10		X2.10	0.738	0.000	Valid
1	Lingkungan Kerja	X3.1	0.608	0.000	Valid
2		X3.2	0.687	0.000	Valid
3		X3.3	0.417	0.023	Valid
4		X3.4	0.681	0.000	Valid
5	X3.5	0.721	0.000	Valid	
6	X3.6	0.769	0.000	Valid	
1	Kinerja Karyawan	Y1.1	0.653	0.000	Valid
2		Y1.2	0.553	0.002	Valid
3		Y1.3	0.562	0.001	Valid
4		Y1.4	0.676	0.000	Valid
5		Y1.5	0.610	0.000	Valid
6		Y1.6	0.456	0.011	Valid
7		Y1.7	0.781	0.000	Valid
8		Y1.8	0.644	0.000	Valid
9		Y1.9	0.490	0.006	Valid
10		Y1.10	0.833	0.000	Valid

Sumber: Hasil pengolahan data dengan SPSS 27, 2025

In the validity test, all items had a greater calculated r value juxtaposed with the r of the table (0.3610) with *Significance Level* below 0.05. Therefore, it can be affirmed that all indicators are valid. Next, a reliability test was carried out on these variables.

Table 3.3. Variable Reliability Test Results

Variabel	Cronbach's Alpha	N of Item	Keterangan
Rekrutmen	0,774	10	Reliabel
Disiplin	0,804	10	Reliabel
Lingkungan Kerja	0,681	6	Reliabel
Kinerja Karyawan	0,786	10	Reliabel

Sumber: Hasil pengolahan data dengan SPSS 27, 2025

Value *Cronbach's Alpha* achieved exceeds 0.60, which shows that

all the variables tested meet the reliability criteria.

3.5 Classic Assumption Test

The classical assumption test used in this study includes "normality, multicollinearity, and heteroscedasticity tests."

3.5.1 Normality Test

The purpose of the normality test is to determine whether the data distribution of the variables being studied is normal or not. The results of the normality test in this study are:

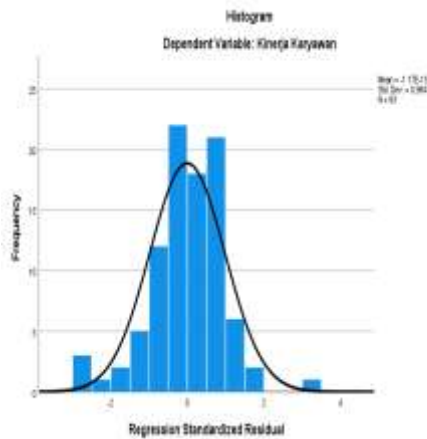


Figure 3.3 Normality with Histograms

Source: Data processing results with SPSS 27, 2025

Figure 3.3 shows that the distribution curve has a symmetrical bell shape, with no deviation to the left or to the right. Based on the shape of the histogram, it can be affirmed that the data is distributed normally.

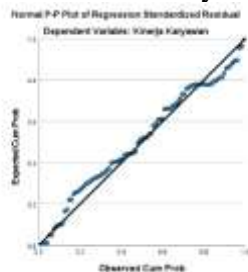


Figure 3.4 Test Normality with P-P Plot Graph

In Figure 3.4, the *normal P-P* graph shows the data points scattered around the diagonal line and the majority gathered around them. This condition shows that it is related to normal distributed data.

Table 3.4 Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		93	
Normal Parameters ^{a,b}	Mean	.000000	
	Std. Deviation	3.65762090	
Most Extreme Differences	Absolute	.083	
	Positive	.077	
	Negative	-.083	
Test Statistic		.083	
Asymp. Sig. (2-tailed) ^c		.138	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.123	
	99% Confidence Interval	Lower Bound	.114
	Upper Bound	.131	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 29083525.

Sumber : Hasil pengolahan data dengan SPSS 27, 2025

In table 3.4 the *significance value* of 0.138 exceeds 0.05, the reason can be affirmed is that the results of the *Kolmogorov-Smirnov test* show that the data is normally distributed.

3.5.2 Multicollinearity Test

The multicollinearity test was carried out to detect the correlation between *independent variables* in the *regression model*. A *good regression model* is a model that is free from correlation between *independent variables*.

Table 3.5 Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1 (Constant)	1.140	2.011		1.302	.189		
	Bokorisan	.234	.104	.322	1.203	.233	4.288
	Dinajika	.058	.188	.049	.390	.497	6.702
	Lingkungan Kerja	.881	.167	.563	5.309	.000	2.18

a. Dependent Variable: Kinerja Karyawan

Sumber : Hasil pengolahan data dengan SPSS 27, 2025

Tolerance values beyond 0.1 and VIF values below 10. Based on the results in table 3.5 of the multicollinearity test, it can be affirmed that there is no correlation between *independent variables*, namely recruitment, discipline, work environment, and employee performance.

3.5.3 Heteroscedasticity Test

The heteroscedasticity test aims to detect whether residual variants have similarities between observations in a *regression model*. A good regression model does not show heteroscedasticity, resulting in homocedasticity.

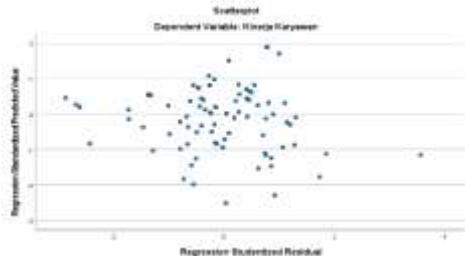


Figure 3. 5 Test Heteroscedasticity with Scatterplot Graphs

Source : Data processing results with SPSS 27, 2025

Figure 3.5 shows that in the *Scatterplot diagram drawing*, the dots are scattered randomly without forming a special pattern, either above or below line 0 on the Y scale.

Table 3. 6 Heteroscedasticity Test with Glejser

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.830	2.280		1.679	.097
	REKRUTMEN	-.113	.100	-.231	-1.134	.261
	DISIPLIN	.105	.142	.206	.733	.463
	LINGKUNGAN KERJA	-.077	.153	-.056	-.242	.808

a. Dependent Variable: ABS_RES
Sumber : Hasil pengolahan data dengan SPSS 27, 2025

Table 3.6 shows that each variable in this test shows a *greater significance value* (exceeding 0.05). Therefore, based

on the glaser test, it can be affirmed that the *regression model* is free from heteroscedasticity.

3.6 Results of Research Data Analysis

3.6.1 Research Model

The regression model used is:

Table 3. 7 Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	9.114	3.530		2.575	.012
	REKRUTMEN	.383	.155	.377	2.463	.016
	DISIPLIN	.159	.221	.139	.720	.473
	LINGKUNGAN KERJA	.377	.237	.253	1.589	.116

a. Dependent Variable: KINERJA KARYAWAN

Sumber : Hasil pengolahan data dengan SPSS 27, 2025

Employee Performance = 9.114 + 0.383 Recruitment + 0.159 Discipline + 0.377 Work Environment

The following is an explanation of the results of the regression equation above:

1. Constant (a) = 9.114
This value shows that if the variables of recruitment, discipline, and work environment are set to zero, employee performance will have a value of 9.114.
2. Recruitment Coefficient (b₁) = 0.383
This value shows that an increase in one unit in the recruitment variable will increase employee performance, which is 0.383 units, assuming all other variables remain constant.
3. Discipline Coefficient (b₂) = 0.159
This value shows that an increase in one unit in the discipline variable will make an increase in employee performance, which is 0.159 units, assuming all other variables remain constant.
4. Coefficient of Work Environment (b₃) = 0.377
This value shows that an increase in one unit in the work environment

variable will increase employee performance, which is 0.377 units, assuming all other variables remain constant.

3.6.2 Coefficient of Hypothesis Determination

Table 3. 8 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.535	.519	3.719

a. Predictors: (Constant), LINGKUNGAN KERJA, REKRUTMEN, DISIPLIN

Sumber : Hasil pengolahan data dengan SPSS 27, 2025

The results of the determination coefficient test showed *that the adjusted R Square* was 0.519. This condition means that 51.9% of variations in employee performance can be explained by variables of recruitment, discipline, and work environment. Meanwhile, the remaining 48.1% was influenced by a number of other factors beyond the scope of the variables studied.

3.6.3 Simultaneous Hypothesis Testing (F Test)

Table 3. 9 Simultaneous Testing

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1415.351	3	471.784	34.111	.000 ^b
	Residual	1230.928	89	13.831		
	Total	2646.280	92			

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), LINGKUNGAN KERJA, REKRUTMEN, DISIPLIN

Source : Data processing results with SPSS 27, 2025

Based on the results of the f test in the related table, the value of f calculated is 34,111. With a sample size of 93, "the degree of freedom of the numerator (df1) = 3 and the degree of freedom of the denominator (df2) = 89." At the *significance level* of 0.05, the f-value of the table is approximately 2.71. Because the value of f is calculated beyond f of the table (34.111 exceeds

2.71), it can be affirmed that the variables of recruitment (X1), discipline (X2), and work environment (X3) simultaneously contribute to a *significant* influence on employee performance (Y). Therefore, *this regression model is significant* and valid to use, and simultaneous hypotheses are accepted.

3.6.4 Partial Hypothesis Testing (t-test)

To determine whether the H1, H2, and H3 hypotheses are accepted or rejected, a partial statistical test is carried out using the t-test. The following are the results of the t-test obtained from table 3.10:

Table 3. 10 Partial Testing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	9.114	3.530		2.575	.012
	REKRUTMEN	.383	.155	.377	2.463	.016
	DISIPLIN	.150	.221	.119	.720	.473
	LINGKUNGAN KERJA	.377	.237	.253	1.589	.116

a. Dependent Variable: KINERJA KARYAWAN

Sumber : Hasil pengolahan data dengan SPSS 27, 2025

The following t-test results (partial tests) are obtained from Table 3.10:

1. "H1: The recruitment variable has a *t calculated value* beyond t table (2.436 beyond 1.987) and *significance level* ($p = 0.016$ below 0.05). Therefore, recruitment has a *positive and significant influence* on the performance of PT. Kilang Kecap Angsa.
2. H2: The discipline variable has a *t calculated value* below t table (0.720 below 1.987) and a *significance level* of 0.473 beyond 0.05. Based on these results, discipline does not contribute to the performance of employees of PT. Kilang Kecap Angsa.
3. H3: The work environment variable has a *t calculated value* below t table

(1.589 below 1.987) and a *significance value* of 0.116 exceeding 0.05. Based on these results, the work environment has no effect on employee performance at PT. Kilang Kecap Angsa."

3.7 Discussion

3.7.1 The Influence of Recruitment on Employee Performance at PT. Kilang Kecap Angsa

Based on the results of the t-test, the recruitment variable has a *t-value* of 2.463, which exceeds the table's *t-value* of 1.987, and a *significance level* of 0.016, which is below 0.05. This condition shows that recruitment contributes to a *significant* and *positive influence* on employee performance at PT. Kilang Kecap Angsa. The regression coefficient of 0.383 shows that an increase in the quality of recruitment by one unit will make an increase in employee performance of 0.383 units, assuming all other variables remain constant. In short, the better the recruitment process carried out by the company, the higher the employee performance achieved.

3.7.2 The Effect of Discipline on Employee Performance at PT. Kilang Kecap Angsa

Based on the results of the t-test, the discipline variable has a *t-value* of 0.720, which is below the *t-value* of the table of 1.987, and a *significance level* of 0.473, which exceeds 0.05. This condition shows that discipline does not contribute to the influence of employee performance at PT. Kilang Kecap Angsa. Although the regression coefficient is *positive* (0.159), which shows the direction of *positive* influence on performance, this effect is not statistically significant. Therefore, in this study, discipline has not been the main determinant of employee performance,

although in theory discipline has a very important role.

3.7.3 The Influence of the Environment on Employee Performance at PT. Kilang Kecap Angsa

Based on the results of the t-test, the work environment variable has a *t-value* of 1.589, which is below the table *t-value* of 1.987, at a *significance level* of 0.116, which exceeds 0.05. This condition seems to be related to the work environment does not contribute to the effect of employee performance at PT. Kilang Kecap Angsa. A regression coefficient of 0.377 shows a *positive relationship*, which indicates that improvements in the work environment tend to lead to improved performance. However, because the *significance level* exceeds 0.05, this effect is not statistically significant. The work environment has not been proven to be a significant determining factor, possibly because the conditions in the company are relatively good and stable, so it is not the main differentiator. Individual factors such as abilities and recruitment processes may be more influential.

CONCLUSION & ADVICE

4.1 CONCLUSION

Based on the results of the analysis and testing of the hypothesis, conclusions can be drawn, namely:

1. "Recruitment has a *positive* and *significant influence* on employee performance at PT. Kilang Kecap Angsa.
2. Discipline has no effect on employee performance at PT. Kilang Kecap Angsa.
3. The work environment has no influence on employee performance at PT. Kilang Kecap Angsa.
4. At the same time, recruitment, discipline, and the work environment

have a *positive and significant influence* on employee performance at PT. Kilang Kecap Angsa."

4.2 ADVICE

Based on the research findings, the following are suggestions that can be conveyed:

1. For Researchers This research enriches understanding and knowledge about a number of factors that contribute to the influence of employee performance, especially recruitment, discipline, and work environment, to improve employee performance.
2. For PT. Kilang Kecap Angsa Companies are advised to improve their recruitment systems to be more structured, and competency-based in order to obtain qualified employees. In addition, companies need to maintain and strengthen work discipline through the application of consistent rules and provide motivation to employees. The work environment must also be considered by making improvements in facilities, lighting, and air circulation to create a comfortable working atmosphere and strengthen the improvement of employee performance.
3. For the University The results of this research can be used as references to learning and research in the field of HR management, especially related to the influence of recruitment, work discipline, and work environment on employee performance.
4. For Future Researchers The next study was suggested to include additional variables, namely work motivation, leadership, compensation, or job satisfaction, and to make the scope of the research object more comprehensive and generalizable.

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