INFLUENCE OF RECRUITMENT PROCESS, COMPETENCE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT PRIMO MICROPHONE BATAM

Dame Riaty Hutabarat[1] Habibuddin Nasution[2] Mira Yona[3,] Meilani Putri Novita[4]

[1,2,3,4]Universitas Riau Kepulauan, Batam, Indonesia
Corresponding E-mail: damedame362@gmail.com[1], habibuddinnasution1@gmail.com[2] ,
mira@fekon.unrika.ac.id[3]

Abstract

This study investigates the influence of the recruitment process, employee competence, and the work environment on employee performance at PT Primo Microphone Batam. The research is motivated by the critical role of human resource management in an audio equipment manufacturing company that requires high precision, productivity, and consistent product quality. A quantitative approach with a causal-associative design was employed, using the entire workforce of PT Primo Microphone Batam as the population, all of whom were included as respondents through a saturated sampling technique (n = 100). Data were collected using a structured Likert-scale questionnaire and analyzed through validity and reliability testing, classical assumption tests, and multiple linear regression. The results show that the recruitment process, competence, and work environment each have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (R^2) of 57.1% indicates that these three variables jointly explain 57.1% of the variance in employee performance, while the remaining 42.9% is influenced by other factors outside the model. These findings highlight the importance of implementing competency-based recruitment, strengthening competence development programs, and creating a conducive work environment as key strategies for improving employee performance and enhancing the company's competitiveness.

Keywords: Recruitment Process, Competence, Work Environment, Employee Performance

INTRODUCTION

Human resources constitute a strategic driver of organizational success, as optimal employee performance reflects the overall effectiveness of human resource management. Employee performance is commonly defined as the level of quality and quantity of work achieved by an individual in carrying out assigned tasks in line with their responsibilities (Mangkunegara, 2017). Consequently, enhancing employee performance becomes a central priority for all organizations, including manufacturing firms such as PT Primo Microphone Batam, which operate in highly competitive business environments (Rivai & Sagala, 2019). One key determinant of employee performance is the recruitment process. An effective recruitment system enables organizations to secure suitable and qualified personnel whose profiles match job requirements, thereby contributing positively to performance outcomes. Murniwati (2020) argues that a properly structured recruitment process should not only focus on attracting applicants, but also on evaluating the alignment between individual competencies and personal attributes with the organization's vision, core values, and culture. In manufacturing settings, weaknesses or errors in recruitment can lead to lower productivity, higher turnover rates, and increased costs related to training and the adjustment of newly hired employees. In addition to recruitment, employee competence is also a key determinant of performance, as it encompasses the knowledge, skills, and attitudes required to carry out work effectively and contribute to the achievement of organizational goals. Previous research has demonstrated that high levels of job competence have a significant impact on enhancing employee performance in a wide range of organizational settings, including both public and private institutions. Employees who possess sufficient competence are generally better able to adapt to change, carry out their tasks independently, and deliver performance that aligns with established company standards (Spencer & Spencer, 1993).

A second factor that plays a similarly critical role is the work environment. A conducive work environment encompasses physical, social, and psychological conditions that promote employee comfort and safety, thereby strengthening motivation and productivity. Such an environment is typically reflected in an orderly workspace, adequate lighting, proper air circulation, harmonious relationships among colleagues, and sufficient support from supervisors. Numerous studies have concluded that a work setting that is safe, comfortable, and well organized can enhance job satisfaction and, in turn, lead to better performance outcomes (Rahmayanti et al., 2022; Suarsih, 2019). PT Primo Microphone Batam, as a company operating in the audio equipment manufacturing industry, requires employees who possess strong technical and non-technical competencies, accompanied by a professional work attitude, to ensure the achievement of production and quality targets. In reality, variations in employee performance are still evident, as shown by differences in target attainment, discipline, and work quality. This situation is assumed to be linked to differences in how the recruitment process is implemented, the level of competence employees possess, and the characteristics of the work environment they experience. Prior empirical findings showing that recruitment, competence, and the work environment significantly influence employee performance further underscore the need for a more detailed examination in the specific context of PT Primo Microphone Batam. In light of this rationale, the present study seeks to examine the influence of the recruitment process, competence, and work environment on employee performance at PT Primo Microphone Batam. The findings are expected to contribute theoretically to the development of human resource management, particularly regarding determinants of employee performance, and to provide practical insights for PT Primo Microphone Batam's management in designing more effective recruitment policies,

LITERATURE REVIEW
Employee Performance

Employee performance is generally understood as the work outcomes achieved by an individual within an organization in accordance with their authority and responsibilities, in order to attain organizational goals in a legal, lawful, and ethically appropriate manner (Mangkunegara, 2017). Performance can be evaluated across several dimensions, including quantity, quality, timeliness, discipline, and the ability to work in teams, making it a central indicator of an organization's success in managing its human resources (Rivai & Sagala, 2019). From a performance management perspective, organizations that are able to maintain individual performance consistently in line with established standards tend to have higher competitiveness amid dynamic business competition (Mathis & Jackson, 2011). Employee performance is generally shaped by both individual and organizational factors. In the context of PT Primo Microphone Batam, which operates in a highly competitive audio equipment industry and demands high precision and productivity, understanding how recruitment processes, competence, and the work environment influence performance is crucial as a basis for designing appropriate HR strategies.

Recruitment Process

Recruitment is a systematic process of searching for, attracting, and obtaining applicants who meet certain qualifications so that the organization has an adequate pool of candidates to be selected for vacant positions (Mathis & Jackson, 2011; Notoatmodjo, 2015). Ideally, this process begins with workforce planning, job analysis and job description, determining recruitment sources (internal and external), selecting media for vacancy announcements, administrative screening, and continues to interviews and tests designed to ensure the alignment of applicants' competencies, values, and character with job demands and organizational culture (Rivai & Sagala, 2019; Harahap, 2023). A range of empirical studies underscores the strategic importance of the recruitment process in determining employee performance. Research conducted at PT Indonesia Epson Industry shows that recruitment exerts a positive and significant influence on performance, both when examined separately and when analyzed together with career development and work environment variables, as indicated by an F-statistic that far exceeds the F-table value and a relatively high coefficient of determination (Avengelista & Hidayat, 2022). Similarly, a study in a logistics company found that recruitment, work environment, job placement, and organizational commitment jointly have a significant impact on employee performance, thereby reinforcing the notion that recruitment functions as the initial gatekeeper for the quality of human resources entering the organization (Sutrisna & Pradana, 2023). In service and higher education settings, prior research on recruitment and the work environment suggests that recruitment systems that are well-structured, transparent, and competence-oriented tend to generate employees with higher performance compared with recruitment practices that rely solely on administrative procedures (Murniwati, 2020; Yuliani, 2021). These findings indicate that a recruitment process that is well-planned, grounded in job analysis, and emphasizes the fit between individual

competencies and values is a critical foundation for achieving optimal performance in various types of organizations, including manufacturing companies that demand high levels of precision and productivity such as PT Primo Microphone Batam.

Competence

Competence is commonly defined as an integration of knowledge, skills, abilities, and personality traits that are manifested in work behavior and contribute to achieving superior performance in a particular job (Spencer & Spencer, 1993). In human resource management practice, competencies are typically categorized into technical competencies (technical skills), behavioral or soft competencies, and managerial competencies according to job level, and are utilized as the foundation for recruitment, training, performance appraisal, and career development (Mathis & Jackson, 2011; Rivai & Sagala, 2019). A series of studies in Indonesia have confirmed that competence significantly affects employee performance. Research at PT Telekomunikasi Indonesia Tbk Witel Bandung showed that competence has a positive and significant impact on performance and accounts for a considerable portion of the variation in employee performance (Herdiyana, 2018). Similarly, a study at PT Menara Indonesia found that competence partially exerts a positive and significant influence on employee performance, as evidenced by regression coefficients and t-test values that are statistically significant at the 0.05 level (Putri & Sari, 2023). Comparable findings were reported at J4 Hotel Legian and CV Pesona/PT Ria Indah Mandiri, where competence was shown to improve performance when accompanied by a supportive work environment (Aryani & Dewi, 2022; Suarsih, 2020).

However, not all empirical evidence points to a uniform pattern. A study at PT FMI in the Bank Indonesia working areas of Banten and DKI Jakarta found that competence had a negative and nonsignificant effect on performance, while the work environment still showed a positive and significant impact (Hasibuan et al., 2023). This inconsistency suggests that the effect of competence on performance may be moderated or mediated by other variables, such as reward systems, leadership style, task characteristics, and the degree of alignment between employee competencies and job demands (Spencer & Spencer, 1993; Mathis & Jackson, 2011). Consequently, reassessing the influence of competence on employee performance in various organizational settings, including PT Primo Microphone Batam, is important to determine whether competence exerts a direct effect or is contingent on specific organizational conditions.

Work Environment

The work environment encompasses all conditions surrounding employees while they work, including physical aspects (lighting, temperature, cleanliness, workspace layout, noise) and non-physical aspects (relationships among co-workers, supervisor support, communication climate, and work culture) (Sedarmayanti, 2017). A supportive work environment is widely regarded as a driver of employee comfort, reduced fatigue and stress, and higher motivation, which in turn contributes to improved performance (Ngalimun, 2019; Sedarmayanti, 2017). Numerous empirical studies further highlight the critical role of the work environment in shaping performance outcomes. Research at J4 Hotel Legian, for example, demonstrates that the work environment has a positive and significant effect on employee performance, alongside the influence of competence (Aryani & Dewi, 2022). Similarly, a study at CV Pesona/PT Ria Indah Mandiri concludes that the work environment has a partially positive and significant effect on employee performance and, together with competence, exerts a positive simultaneous impact on performance (Suarsih, 2020).

In a different setting, a study at PT Menara Indonesia found that the work environment has a positive and significant partial effect on employee performance, while also providing an additional contribution when considered together with competence (Putri & Sari, 2023). Evidence from PT FMI in the Bank Indonesia areas of Banten and DKI Jakarta likewise confirms that the work environment positively and significantly affects performance, even though competence did not show a significant effect in that context (Hasibuan et al., 2023). The consistency of these findings regarding the role of the work environment suggests that effective management of both the physical and socio-psychological dimensions of the workplace is a crucial factor—particularly in the audio equipment manufacturing industry, where high levels of accuracy, team coordination, and stringent quality standards are required.

Previous Studies and Research Gap

In general, prior studies indicate that recruitment, competence, and work environment are positively associated with employee performance, both individually and simultaneously (Avengelista & Hidayat, 2022;

Aryani & Dewi, 2022; Putri & Sari, 2023). Research conducted at PT Indonesia Epson Industry found that recruitment and work environment, together with career development, have a significant effect on employee performance with a high coefficient of determination, suggesting that a combination of upstream HR policies (recruitment) and midstream development efforts (career development, work environment) can explain performance variation to a substantial extent (Avengelista & Hidayat, 2022). Another study in a logistics company reported that recruitment, work environment, placement, and organizational commitment significantly affect employee performance, reinforcing the importance of designing an integrated human resource management system (Sutrisna & Pradana, 2023).

On the other hand, several studies focus only on combinations of two variables, such as competence and work environment, which have been found to significantly affect performance at CV Pesona, PT Ria Indah Mandiri, PT Menara Indonesia, and J4 Hotel Legian (Aryani & Dewi, 2022; Putri & Sari, 2023; Suarsih, 2020). Other studies examine competence and work environment without including the recruitment process as an independent variable, thereby not fully capturing the logical chain from employee entry (recruitment) to the formation of performance (Hasibuan et al., 2023). Although some research has simultaneously tested competence, recruitment, and work environment in relation to performance, it has largely been confined to specific service sectors or organizations outside the audio equipment manufacturing industry (Abel, 2021; Avengelista & Hidayat, 2022). There is, therefore, still a notable research gap concerning the combined influence of the recruitment process, competence, and work environment on employee performance in manufacturing firms in Batam, particularly at PT Primo Microphone Batam. This study is intended to contribute to the human resource management literature by offering new empirical evidence on the relative contribution of each variable in explaining employee performance and by assessing whether prior findings remain consistent across different industrial and regional settings.

METHOD

This research adopted a quantitative approach with a causal-associative design to examine how the recruitment process, competence, and work environment influence employee performance at PT Primo Microphone Batam. Data were obtained through a closed-ended questionnaire using a 5-point Likert scale (1–5), which was completed by employees as respondents. The study population included all permanent and contract employees of PT Primo Microphone Batam who were actively working during the data collection period. Because the number of employees was still manageable, a saturated (census) sampling technique was applied, so that every member of the population was included as part of the sample, making the total sample size equal to the total number of employees in the company.

The independent variables in this study were the recruitment process, competence, and work environment, while the dependent variable was employee performance. The indicators for each construct were adapted from established theoretical frameworks and prior empirical studies on recruitment, competence, work environment, and employee performance, and were measured using the Likert scale. Before the main analysis, the research instrument was subjected to validity testing (item–total correlation) and reliability testing (Cronbach's alpha $\geq$ 0.70). The data analysis was conducted using statistical software, comprising descriptive statistics, classical assumption tests, and multiple linear regression to assess the partial and simultaneous effects of the recruitment process, competence, and work environment on employee performance, with hypothesis testing performed using t-tests, F-tests, and the coefficient of determination (R^2) at a 5% significance level.

RESULTS AND DISCUSSION
Respondent Characteristics

The characteristics of respondents in this study show that the workforce at PT Primo Microphone Batam is dominated by male employees, totaling 58 individuals (58.0%), while female employees number 42 individuals (42.0%), making a total of 100 respondents. In terms of age, the majority fall within the 20–30 year range with 45 employees (45.0%) and the 31–40 year range with 38 employees (38.0%), whereas 15 employees (15.0%) are aged 41–50 years and only 2 employees (2.0%) are over 50 years old, indicating a relatively young and productive workforce composition. With regard to educational level, most respondents are senior high school/vocational high school graduates (SMA/SMK), totaling 52 individuals (52.0%), followed by Diploma (D3) graduates with 28 individuals (28.0%), Bachelor's degree (S1) graduates with 18 individuals (18.0%), and Master's degree (S2) graduates with 2 individuals (2.0%), reflecting the dominance of vocational secondary education in line with manufacturing operational needs. Based on tenure, the largest proportion of respondents have worked for 1–3

years, totaling 35 employees (35.0%), followed by those with 4–6 years of service at 32 employees (32.0%), while 21 employees (21.0%) have worked for more than 6 years and 12 employees (12.0%) for less than 1 year, indicating that the majority of employees have sufficient work experience to understand the company's procedures and work culture.

Table 1. Distribution of respondents by gender

Gender	Frequency	Percentage (%)
Male	58	58.0
Female	42	42.0
Total	**100**	**100.0**

Table 2. distribution of respondents by age

Age Category	Frequency	Percentage (%)
20–30 Years	45	45.0
31–40 Years	38	38.0
41–50 Years	15	15.0
> 50 Years	2	2.0
Total	**100**	**100.0**

Table 3. Distribution of respondents by education level

Education Level	Frequency	Percentage (%)
Senior/Vocational High School (SMA/SMK)	52	52.0
Diploma (D3)	28	28.0
Bachelor's Degree (S1)	18	18.0
Master's Degree (S2)	2	2.0
Total	100	100.0

Table 4. Distribution of Respondents by Length of Service

Length of Service	Frequency	Percentage (%)
< 1 year	12	12.0
1–3 years	35	35.0
4–6 years	32	32.0
> 6 years	21	21.0
Total	**100**	**100.0**

Descriptive Statistics of Research Variables

Table 5. Descriptive statistics of research variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Recruitment Process (X_1)	100	2.10	5.00	3.85	0.642	Good
Competence (X_2)	100	2.30	5.00	3.92	0.598	Good
Work Environment (X_3)	100	2.20	5.00	3.88	0.615	Good
Employee Performance (Y)	100	2.40	5.00	3.95	0.583	Good

Based on Table 5, all research variables—Recruitment Process (X1), Competence (X2), Work Environment (X3), and Employee Performance (Y)—have mean scores ranging from 3.85 to 3.95 and are all classified in the good category, with minimum scores around 2 and a maximum of 5.00, as well as relatively low standard deviations. These results indicate that respondents perceive the recruitment process, their own competence, the prevailing work environment conditions, and employee performance at PT Primo Microphone Batam as already running quite well and in line with the company's expectations.

Validity and Reliability Tests

Table 6. Instrument validity test results

Variable	Item	r Calculated	r Table	Remark
Recruitment Process	RP1	0.682	0.196	Valid
	RP2	0.715	0.196	Valid
	RP3	0.658	0.196	Valid
	RP4	0.724	0.196	Valid
	RP5	0.693	0.196	Valid
	RP6	0.701	0.196	Valid
	RP7	0.678	0.196	Valid
	RP8	0.710	0.196	Valid
	RP9	0.665	0.196	Valid
	RP10	0.688	0.196	Valid
Competence	K1	0.705	0.196	Valid
	K2	0.738	0.196	Valid
	K3	0.692	0.196	Valid
	K4	0.718	0.196	Valid
	K5	0.745	0.196	Valid
	K6	0.701	0.196	Valid
	K7	0.688	0.196	Valid
	K8	0.722	0.196	Valid
	K9	0.698	0.196	Valid
	K10	0.715	0.196	Valid
Work Environment	LK1	0.695	0.196	Valid
	LK2	0.712	0.196	Valid
	LK3	0.685	0.196	Valid
	LK4	0.728	0.196	Valid
	LK5	0.703	0.196	Valid
	LK6	0.691	0.196	Valid
	LK7	0.708	0.196	Valid
	LK8	0.718	0.196	Valid
	LK9	0.682	0.196	Valid
	LK10	0.698	0.196	Valid
Employee Performance	KK1	0.715	0.196	Valid
	KK2	0.742	0.196	Valid
	KK3	0.698	0.196	Valid
	KK4	0.725	0.196	Valid
	KK5	0.735	0.196	Valid
	KK6	0.708	0.196	Valid
	KK7	0.695	0.196	Valid
	KK8	0.718	0.196	Valid
	KK9	0.705	0.196	Valid
	KK10	0.728	0.196	Valid

Table 6 reports the validity test results for all items measuring the recruitment process, competence, work environment, and employee performance using item–total correlations. The computed correlation coefficients for all items, ranging from approximately 0.65 to 0.75, exceed the critical r-table value of 0.196 for n = 100 at the 5% significance level, indicating that every item is valid. This implies that each questionnaire statement adequately represents its intended construct and is suitable for use in subsequent analyses.

Table 7. Instrument reliability test results

Variable	Cronbach's Alpha	Minimum Threshold	Remark
Recruitment process (x_1)	0.882	0.70	Reliable
Competence (x_2)	0.901	0.70	Reliable
Work environment (x_3)	0.888	0.70	Reliable
Employee performance (y)	0.905	0.70	Reliable

The Cronbach's Alpha coefficients for the Recruitment Process (X_1) (0.882), Competence (X_2) (0.901), Work Environment (X_3) (0.888), and Employee Performance (Y) (0.905) all exceed the commonly accepted minimum threshold of 0.70, indicating that each scale is reliable and demonstrates good internal consistency. Consequently, the instrument used in this study can be regarded as dependable for measuring the recruitment process, competence, work environment, and employee performance at PT Primo Microphone Batam.

Classic Assumption Tests
A. Normality Test

Table 8. Normality test results (Kolmogorov–Smirnov)

Variable	Kolmogorov–Smirnov Z	Asymp. Sig. (2-tailed)	Remark
Unstandardized Residual	0.078	0.200	Normally distributed

Table 8 indicates that the Kolmogorov–Smirnov normality test of the unstandardized residuals produces an Asymp. Sig. (2-tailed) value of 0.200, which exceeds the 0.05 threshold. Accordingly, the residuals in the regression model can be regarded as normally distributed, meaning that the normality assumption is satisfied and the use of multiple linear regression is appropriate.

B. Multicollinearity Test

Table 9. Multicollinearity test results

Independent Variable	Tolerance	VIF	Remark
Recruitment Process (X_1)	0.612	1.634	No multicollinearity
Competence (X_2)	0.598	1.672	No multicollinearity
Work Environment (X_3)	0.625	1.600	No multicollinearity

Table 9 shows that the Recruitment Process (X1), Competence (X2), and Work Environment (X3) variables each have Tolerance values above 0.10 (0.612; 0.598; 0.625) and VIF values below 10 (1.634; 1.672; 1.600). These figures indicate that multicollinearity is not present among the independent variables in the regression model, so the relationships among X1, X2, and X3 are within acceptable limits and do not bias the estimation of the regression coefficients.

C. Heteroscedasticity Test

Table 10. Heteroscedasticity test results (glejser test)

Independent Variable	t-value	Sig.	Remark
Recruitment Process (X_1)	1.245	0.216	No heteroscedasticity
Competence (X_2)	0.982	0.329	No heteroscedasticity
Work Environment (X_3)	1.108	0.271	No heteroscedasticity

Based on Table 10, the significance values from the Glejser test for the Recruitment Process (X_1) (0.216), Competence (X_2) (0.329), and Work Environment (X_3) (0.271) are all greater than 0.05. This shows that there is no significant relationship between the absolute residuals and each independent variable, so heteroscedasticity is not present. In other words, the residual variance can be considered relatively constant (homoscedastic), thereby meeting one of the classical assumptions of the regression model.

D. Autocorrelation Test

Table 11. Autocorrelation test results (durbin–watson)

Model	Durbin–Watson	Remark
1	1.952	No autocorrelation

Table 11 reports a Durbin–Watson statistic of 1.952 for the regression model. Because this value falls within the range generally regarded as indicating no serious positive or negative autocorrelation in the residuals, autocorrelation can be considered absent. Accordingly, the regression model is suitable for analyzing the effects of the recruitment process, competence, and work environment on employee performance.

Multiple Linear Regression Analysis

Table 12. Results of multiple linear regression analysis (Coefficients[a])

Model	Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.458	0.285	–	1.607	0.111
	Recruitment Process (X_1)	0.252	0.068	0.278	3.706	0.000
	Competence (X_2)	0.318	0.075	0.326	4.240	0.000
	Work Environment (X_3)	0.295	0.071	0.311	4.155	0.000

[a] Dependent Variable: Employee Performance (Y)

Regression equation:

$$Y = 0{,}458 + 0{,}252X_1 + 0{,}318X_2 + 0{,}295X_3 + e$$

Coefficient interpretation:

1. Constant (a) = 0.458 means that when all independent variables are equal to zero, the predicted employee performance score is 0.458.
2. $\beta1$ = 0.252 indicates that every one-unit increase in the recruitment process score is associated with an increase of 0.252 units in employee performance, assuming other variables remain constant (ceteris paribus).
3. $\beta2$ = 0.318 indicates that every one-unit increase in competence is associated with an increase of 0.318 units in employee performance, ceteris paribus.
4. $\beta3$ = 0.295 indicates that every one-unit increase in work environment score is associated with an increase of 0.295 units in employee performance, ceteris paribus.

Hypothesis Testing

A. Partial Test (t-test)

Table 13. Summary of t-test Results

Independent Variable	t Calculated	t Table	Sig.	Decision	Conclusion
Recruitment Process (X_1)	3.706	1.985	0.000	H_0 rejected	Positive and significant effect on Y
Competence (X_2)	4.240	1.985	0.000	H_0 rejected	Positive and significant effect on Y
Work Environment (X_3)	4.155	1.985	0.000	H_0 rejected	Positive and significant effect on Y

Test criterion: t table= 1,985 (df = n-k-1 = 96, α = 0,05, two-tailed)

Interpretation:

1. H1 is supported, indicating that the recruitment process exerts a positive and statistically significant influence on employee performance, as reflected by a t-statistic of 3.706 exceeding the critical t-value of 1.985 and a significance level of 0.000, which is below 0.05.
2. H2 is also confirmed, meaning that competence has a positive and significant impact on employee performance, evidenced by a t-statistic of 4.240 greater than the t-table value of 1.985 and a significance value of 0.000 less than 0.05. Furthermore
3. H3 is accepted, showing that the work environment positively and significantly affects employee performance, as indicated by a t-statistic of 4.155 surpassing the critical value of 1.985 and a significance level of 0.000, which is lower than the 0.05 threshold.

B. Simultaneous Test (F-test)

Table 14. F-test Results (ANOVA[a])

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.258	3	6.086	42.685	0.000[b]
Residual	13.692	96	0.143	–	–
Total	31.950	99	–	–	–

[a] Dependent variable: employee performance (Y)
[b] Predictors: (Constant), Work Environment (X_3), Recruitment Process (X_1), Competence (X_2)
Test criterion: F table = 2,70 (df1 = 3, df2 = 96, α = 0,05)
Interpretasi: The computed F-statistic of 42.685 is greater than the critical F-table value of 2.70, and the corresponding significance level of 0.000 is below the 0.05 threshold, indicating that the regression model is statistically significant in its entirety. Consequently, H4 is accepted, implying that the recruitment process, competence, and work environment collectively have a positive and statistically significant impact on employee performance at PT. Primo Microphone Batam.

C. Koefisien Determinasi (R²)

Tabel 15. Hasil uji koefisien determinasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,756	0,571	0,558	0,378

[a] Predictors: (Constant), Lingkungan Kerja (X3), Recruitment Process (X1), Kompetensi (X2)
[b] Dependent Variable: Kinerja Karyawan (Y)
Interpretation:
1. The R value of 0.756 reflects a strong **overall** correlation between the set of independent variables and employee performance.
2. The R² value of 0.571 indicates that 57.1% of the variation in employee performance is explained jointly by the recruitment process, competence, and work environment, whereas the remaining 42.9% is attributable to other factors not included in the model (such as motivation, compensation, leadership, and organizational culture).
3. The Adjusted R² value of 0.558 suggests that, after taking into account the number of predictors in the model, the regression still demonstrates a good level of explanatory power and an adequate model fit.

DISCUSSION

The regression analysis results show that the recruitment process, competence, and work environment have a positive and significant effect on employee performance at PT Primo Microphone Batam, both partially and simultaneously. These findings suggest that, as the company implements a more effective recruitment process, develops higher levels of employee competence, and fosters a more supportive work environment, employee performance will correspondingly improve. The positive and significant influence of the recruitment process on employee performance aligns with the view that recruitment functions as the primary gateway for safeguarding the quality of human resources entering an organization. A recruitment system that is carefully designed, grounded in thorough job analysis, and attentive to the fit between individual competencies and organizational values tends to generate employees who are better prepared and more capable of contributing optimally to the achievement of corporate objectives. This result is in line with the conclusions of Avengelista and Hidayat (2022) and Sutrisna and Pradana (2023), who reported that recruitment exerts a positive and significant impact on employee performance in various industrial settings. In the context of PT Primo Microphone Batam, the regression coefficient for the recruitment process of 0.252 with a significance level of 0.000 indicates that strengthening recruitment practices—such as applying more rigorous selection procedures, incorporating competency-based testing, and utilizing behavior-based interviews—has a concrete effect on improving the performance of both production personnel and supporting staff. In addition, competence is found to have a positive and significant effect on employee performance, with the highest regression coefficient among the independent variables (0.318) and a significance value of 0.000. This demonstrates that competence constitutes a highly dominant factor in explaining variations in employee performance at PT Primo Microphone Batam, particularly because the production of audio equipment requires a high degree of precision, technical expertise, and problem-solving capability. These results are consistent with the findings of Herdiyana (2018), Putri and Sari

(2023), Aryani and Dewi (2022), and Suarsih (2020), who state that competence positively and significantly influences performance in diverse organizational contexts. Although some studies, such as Hasibuan et al. (2023), have shown that competence is not invariably a significant predictor in every setting, the present evidence reinforces that, in the audio equipment manufacturing industry in Batam, the alignment between employee competence and job requirements is a critical determinant of achieving strong performance outcomes. The work environment variable likewise exerts a positive and significant effect on employee performance, with a regression coefficient of 0.295 and a significance level of 0.000. This finding implies that establishing a safe, comfortable, and well-organized workplace, supported by harmonious interpersonal relationships, is crucial for encouraging employees to work more productively. These results are consistent with the theoretical perspectives of Sedarmayanti (2017) and Ngalimun (2019), who underscore the role of both physical and non-physical aspects of the work environment in enhancing motivation and performance, and they also align with the empirical evidence reported by Aryani and Dewi (2022), Suarsih (2020), Putri and Sari (2023), and Hasibuan et al. (2023), all of whom document a positive and significant influence of the work environment on performance outcomes. In the specific setting of PT Primo Microphone Batam, the average respondent rating for the work environment falls into the "good" category (mean = 3.88), yet there remains scope for improvement in terms of workspace layout, noise management, and the strengthening of supervisory support to further optimize employee performance.

Taken together, the three independent variables—recruitment process, competence, and work environment—jointly explain 57.1% of the variance in employee performance, while the remaining 42.9% is attributable to other factors outside the research model, such as motivation, compensation, leadership, and organizational culture. The F statistic of 42.685, which far exceeds the corresponding F table value, accompanied by a significance level of 0.000, confirms that the specified model is appropriate and statistically significant for explaining the relationships among these variables. These findings reinforce the body of literature emphasizing the importance of an integrated human resource management system—starting from upstream recruitment, continuing through competence development, and culminating in the creation of a supportive work environment—as a prerequisite for achieving superior performance. From a practical perspective, the results of this study suggest that the management of PT Primo Microphone Batam should give strategic priority to enhancing employee competence through structured training, coaching, and career development initiatives, while simultaneously refining the recruitment process to be more competence-based and continuously improving both the physical and social dimensions of the work environment. By strengthening these three pillars in an integrated manner, the company can reasonably expect to raise productivity, reduce production errors, and improve product quality, thereby bolstering its competitiveness in the audio equipment manufacturing industry.

CONCLUSION

This study shows that the recruitment process, competence, and work environment each have a positive and significant effect on employee performance at PT Primo Microphone Batam, both individually and in combination. A carefully designed, competence-oriented recruitment process enables the company to acquire employees whose profiles align with job demands; competence emerges as the most dominant driver of work outcomes; and a conducive work environment supports employees in performing their tasks more optimally. Collectively, these three variables account for 57.1% of the variance in employee performance, while the remaining 42.9% is attributable to other determinants outside the research model, so the company is encouraged to continuously improve its recruitment practices, reinforce competence development initiatives, and preserve and enhance the quality of the work environment in order to sustainably strengthen employee performance and competitive advantage in the audio manufacturing industry.

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