



## THE INFLUENCE OF WORK DISCIPLINE AND RECRUITMENT ON EMPLOYEE PERFORMANCE AT PT. KARINDO SAKTI SOURCES THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE (at PT. Sumber Karindo Sakti)

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### Abstract

*Based on the results of the analysis of hypothesis 1, it can be seen that Work discipline influences job satisfaction. The results of this research are in accordance with the results of research conducted by (Nugrahaningsih & Julaela, 2022) showing that work discipline has a significant effect on job satisfaction. Based on the results of respondents' answers to the three statements contained in the research questionnaire regarding work discipline, the average respondent tended to agree and strongly agree. Where in the statement employees have awareness in carrying out company duties and regulations both in attendance and using company equipment properly. This indicates a high level of good discipline, such as employees having awareness in carrying out their work and complying with company regulations, which can influence the job satisfaction of PT employees. Source Karindo Sakti. According to (Hasibuan, 2016) that work discipline has a direct influence on employee job satisfaction, so discipline is an important factor in a company. This is considered an important factor because work discipline can influence employee job satisfaction. The higher the employee's work discipline, the higher the employee's job satisfaction. Then we also looked at the characteristics of the respondents based on age, where the majority of respondents were aged 25-35 years. This is because this age is the productive age at work. So it can be said that employees who work in the production section of PT Sumber Karindo Sakti get satisfaction at work.*

**Keywords:** *Work Discipline, Performance, Job Satisfaction.*

### INTRODUCTION

The company is an open system, meaning that the company cannot be separated from its environment, both internal and external. Humans as one of the main aspects in it are of course required to develop and change. In order to keep up with these changes and developments, humans are required to improve their quality and abilities. In a company organization, one of the resources that plays an important role in achieving company goals is human resources. Therefore, companies must be able to view human resources as assets that must be managed well in accordance with the company's needs. The increasingly rapid changes in the business environment demand the role of human resources in competitive advantage.

Wood processing industry, PT Sumber Karindo Sakti which is located on Jalan Besar Pagurawan No. 1 KM 11 Penggalangan, Tebing Syahbadar District, Serdang Bedagai Regency, North Sumatra. PT Sumber Karindo Sakti is a company engaged in woodworking and sawmilling which is located in an area far from urban areas so that the atmosphere in the company is safe. PT Sumber Karindo Sakti is one of the largest woodworking and sawmilling companies in North Sumatra. Karindo Sakti processes pine wood and rubber wood into molding, fingerjoint, laminated board and furniture component products. The first production was carried out in April 1998. The main market for this wood product is export to Japan. The production process carried out by PT Sumber Karindo Sakti in producing molding is carried out in 16 production parts starting from providing raw materials, then, cleavage, selection, splitting, curing, drying, S2S planing (two-sided planing of wood), splitting, S4S planing (planing four sides of wood), selecting, joining, pressing, adhesive coating, pressing, cutting and packaging. Activities at the factory are currently in the production stage. The factory's raw materials are pine wood and rubber wood which are supplied by PTP, community forests, Socfindo,

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*Yessica Sardina Purba*

and Lonsum for rubber wood. The quality of human resources greatly influences the performance of a company. High employee performance is highly expected by PT. Sumber Karindo Sakti. According to (Mangkunegara & Prabu, 2017) Employee performance is one of the work results achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. The more employees who have high performance, the company's overall performance will increase so that the company will be able to survive in global competition. Performance is something that is of concern to organizations in the midst of intense business competition. On the above phenomenon, researchers are interested in making a more in-depth study of this problem with the title "The Influence of Work Discipline and Recruitment on Employee Performance at PT. Sumber Karindo Sakti Through Job Satisfaction as an Intervening Variable".

### **A. Formulation of the problem**

In connection with the background of the problem above, the problem formulation in this research is:

1. Does work discipline affect job satisfaction among employees at PT. Sumber Karindo Sakti?
2. Does recruitment affect job satisfaction among employees at PT. Sumber Karindo Sakti?
3. Does work discipline affect employee performance at PT. Sumber Karindo Sakti?
4. Does recruitment affect employee performance at PT. Sumber Karindo Sakti?
5. Does Job Satisfaction influence Employee Performance at PT. Sumber Karindo Sakti?
6. Does work discipline influence employee performance with job satisfaction as an intervening variable for employees at PT. Sumber Karindo Sakti?
7. Does recruitment affect employee performance with job satisfaction as an intervening variable for employees at PT. Sumber Karindo Sakti?

## **RESEARCH METHODOLOGY**

### **A. Types of research**

Research entitled "The Influence of Work Discipline and Recruitment on Employee Performance at PT. Sumber Karindo Sakti Through Job Satisfaction as an Intervening Variable" is the type of research that will be carried out in this research is quantitative research. This type of quantitative research is quoted from (Sugiyono, 2016) is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses

### **B. Nature of Research**

The nature of the research used in this research is development research. According to (Sugiyono, 2016) The nature of development research is a form of research that provides the addition of new variables or indicators. This research is a development of previous research namely (Nugrahaningsih & Julaela, 2022) entitled The Influence of Work Discipline and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Combat Mas. In this research, the researchers replaced the work environment variable with the recruitment variable as the independent variable. The difference between this research and the previous one lies in the company studied and the time period in which the analysis was carried out. Another difference is that the sample size of the previous study was 80 people, whereas the sample size for this study was 75 people.

### **C. Location and Research Period**

#### **1. Research Location**

This research was conducted on all employees of PT. Sumber Karindo Sakti, Jl. Large pagurawan No. KM 11, Kec. Syahbandar Cliff, North Sumatra, Indonesia.

#### **2. Research Period**



This research was conducted from March 2022 until the required data was completed in this research.

## RESEARCH RESULTS AND DISCUSSION

### A. Data analysis

#### 1. Instrument Test

##### a. Validity Test

Validity testing uses SPSS version 25.00 with criteria based on the calculated r value as follows:

- 1) If  $r_{count} > r_{table}$  or  $-r_{count} < -r_{table}$  then the statement is declared valid.
- 2) If  $r_{count} < r_{table}$  or  $-r_{count} > -r_{table}$  then the statement is declared invalid.

This test was carried out on 30 respondents, then  $df = 30 - 3 = 27$ , with  $\alpha = 5\%$ , the r table value is 0.367 (Ghozali, 2018), then the calculated r value will be compared with the r table value as in table 1 below. :

**Table 1 Validity Test Results**

Employee Performance Variable (Y)			
Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
1	0.673	0.367	Valid
2	0.636	0.367	Valid
3	0.621	0.367	Valid
4	0.920	0.367	Valid
5	0.920	0.367	Valid
Job Satisfaction Variable (Z)			
Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
1	0.563	0.367	Valid
2	0.623	0.367	Valid
3	0.476	0.367	Valid
4	0.850	0.367	Valid
5	0.839	0.367	Valid
Work Discipline Variable (X1)			
Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
1	0.716	0.367	Valid
2	0.801	0.367	Valid
3	0.834	0.367	Valid
Recruitment Variables (X2)			
Statement	r <sub>count</sub>	r <sub>table</sub>	Validity
1	0.640	0.367	Valid
2	0.743	0.367	Valid
3	0.612	0.367	Valid

Source: Data processed from attachment 3 (2023)

Table 1 shows that all statement points, including the employee performance variable (Y), job satisfaction variable (Z), work discipline variable (X1) and recruitment variable (X2), have a calculated r value that is greater than the r value in the table, so it can be concluded that all statements for each variable are declared valid.

##### b. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument is trustworthy or reliable. According to Sugiyono (2016) a factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results were obtained:

**Table 2 Reliability Test Results**

Variable	Cronbach Alpha	Constant	Reliability
Employee Performance Variable (Y)	0.818	0.6	Reliable
Job Satisfaction Variable (Z)	0.712	0.6	Reliable
Work Discipline Variable (X1)	0.819	0.6	Reliable
Recruitment Variables (X2)	0.748	0.6	Reliable

Source: Data processed from attachment 3 (2023)

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this research has met the reliability test (reliable and can be used as a measuring tool).

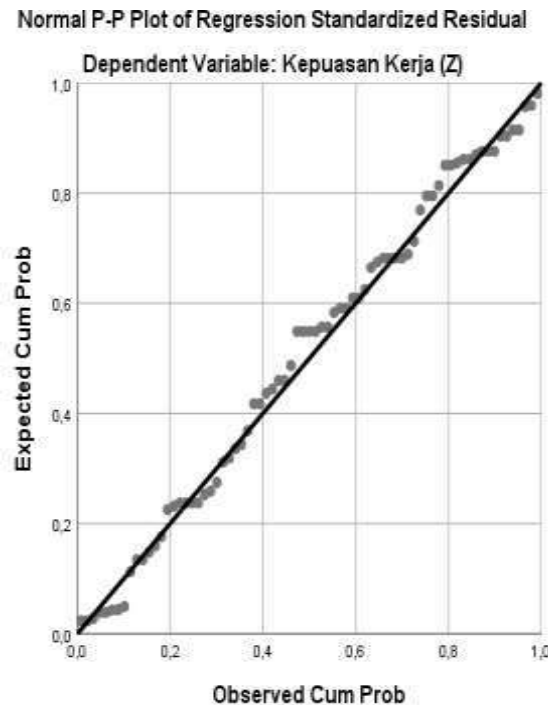
**1. Classic Assumption Test Equation I**

As for testing the classical assumptions with the SPSS program 25.00 carried out in this research includes:

**a. Normality Test**

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2018). Data normality testing can be done using two methods, graphics and statistics. The graphic method normality test uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test.

The normality test using the graphic method can be seen in the following picture:



**Figure 1 Normal P Plot of Job Satisfaction**

Normally distributed data will form a straight diagonal line and plotting the residual data will be compared with the diagonal line. If the residual data distribution is normal then the line depicting the





actual data will follow the diagonal line (Ghozali, 2018). The test results using SPSS 25.00 are as follows:

**Table 3 One Sample Kolmogorov Smirnov Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		75
Normal Parameters, b	Mean	,0000000
	Std. Deviation	1.60761282
Most Extreme Differences	Absolute	,083
	Positive	,059
	Negative	-,083
Statistical Tests		,083
Asymp. Sig. (2-tailed)		,200c,d
Monte Carlo Sig. (2-tailed) Sig.		.655e
99% Confidence Interval Lower Bound		,643
Upper Bound		,667

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 10000 sampled tables with starting seed 299883525.

Source: Data processed from attachment 4 (2023)

From the output in table 4.10, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 0.655, the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

### Multicollinearity Test

The multicollinearity test aims to find out whether in the regression model there is a correlation between the independent variables. The multicollinearity test in this research is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using the SPSS 25.00 for Windows program can be seen in Table 4 below:

**Table 4. Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work Discipline (X1)	,986	1,015
Recruitment (X2)	,986	1,015

a. Dependent Variable: Job Satisfaction (Z)

Source: Data processed from attachment 4 (2023)

Based on table 4, it can be seen that the tolerance value of the work discipline variable is 0.986, the recruitment variable is 0.986, all of which are greater than 0.10. Then the VIF value of the work discipline variable is 1.015, the recruitment variable is 1.015, all of which are smaller than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 10 so

Yessica Sardina Purba

that there are no symptoms of correlation in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser Test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication that heteroscedasticity is occurring. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable then there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2018). The results of data processing using SPSS 25.00 show the results in the following table:

**Table 5. Glejser Coefficientsa Test Results**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2,432	1,501		1,620	,110
	Work Discipline (X1)	,048	,080	,070	,595	,554
	Recruitment (X2)	-,131	,088	-,173	-1,478	,144

a. Dependent Variable: ABS\_RES1

Source: Data processed from attachment 4 (2023)

The results of the Glejser test show a significance value for work discipline of 0.554, recruitment of 0.144, both of which are greater than 0.050, so it can be concluded that there are no symptoms of heteroscedasticity.

**Classical Assumption Test Equation II**

As for testing the classical assumptions with the SPSS program 25.00 carried out in this research includes:

**Normality Test**

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2018). Data normality testing can be done using two methods, graphics and statistics. The graphic method normality test uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. The normality test using the graphic method can be seen in the following picture:



Normal P-P Plot of Regression Standardized Residual

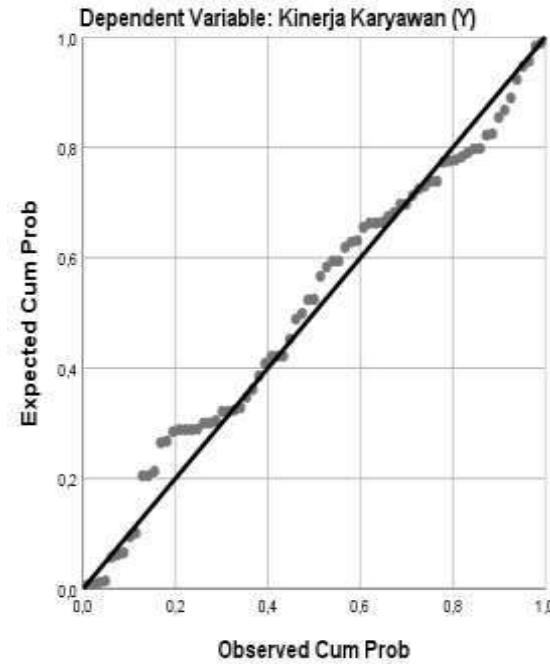


Figure 2. Normal P Plot of Employee Performance

Normally distributed data will form a straight diagonal line and plotting the residual data will be compared with the diagonal line. If the residual data distribution is normal then the line depicting the actual data will follow the diagonal line (Ghozali, 2018). The test results using SPSS 25.00 are as follows:

Table 6. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		75
Normal Parameters, b	Mean	,0000000
	Std. Deviation	1.40917692
Most Extreme Differences	Absolute	,100
	Positive	,064
	Negative	-,100
Statistical Tests		,100
Asymp. Sig. (2-tailed)		,060c
Monte Carlo Sig. (2-tailed) Sig.		,411d
99% Confidence Interval		
Lower Bound		,398
Upper Bound		,423

- a. Test distribution is Normal.
  - b. Calculated from data.
  - c. Lilliefors Significance Correction.
  - d. Based on 10000 sampled tables with starting seed 926214481.
- Source: Data processed from attachment 4 (2023)

Yessica Sardina Purba

From the output in table 6 it can be seen that the significance value (Monte Carlo Sig.) for all variables is 0.411. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

**Multicollinearity Test**

The multicollinearity test aims to find out whether in the regression model there is a correlation between the independent variables. The multicollinearity test in this research is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using the SPSS 25.00 for Windows program can be seen in Table 4.14 below:

**Table 7 Multicollinearity Test Results**

**Coefficientsa**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Discipline (X1)	,807	1,238
	Recruitment (X2)	,881	1,135
	Job Satisfaction (Z)	,723	1,383

a. Dependent Variable: Employee Performance (Y)

Source: Data processed from attachment 4 (2023)

Based on table 7, it can be seen that the tolerance value of the work discipline variable is 0.807, the recruitment variable is 0.881 and job satisfaction is 0.723, all of which are greater than 0.10, while the VIF value of the work discipline variable is 1.238, the recruitment variable is 1.135 and job satisfaction amounting to 1.383, all of which are smaller than 10. Based on the calculation results above, it can be seen that the tolerance value for all independent variables is greater than 0.10 and the VIF value for all independent variables is also smaller than 10 so that there are no symptoms of correlation in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication that heteroscedasticity is occurring. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable then there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2018). The results of data processing using SPSS 25.00 show the results in the following table:

**Table 8. Glejser Test Results**

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,296	1,520		2,826	,006
	Work Discipline (X1)	-,072	,084	-,109	-,857	,394
	Recruitment (X2)	-,028	,088	-,039	-,322	,749
	Job Satisfaction (Z)	-,083	,062	-,178	-1,324	,190





a. Dependent Variable: ABS\_RES2

Source: Data processed from attachment 4 (2023)

The results of the Glejser test show a significance value of work discipline of 0.394, recruitment of 0.749 and job satisfaction of 0.190, where all three are greater and 0.050, so it can be concluded that there are no symptoms of heteroscedasticity.

### Multiple Linear Regression Testing

Linear regression testing explains the large role of the independent variable on the dependent variable. Data analysis in this study used two linear regression equations, using SPSS 25.00 for windows. The results of data processing for equation I can be seen in table 9 below:

**Table 9. Linear Regression Results Equation I**

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8,776	2,678	
	Work Discipline (X1)	,571	,143	,402
	Recruitment (X2)	,461	,158	,295

a. Dependent Variable: Job Satisfaction (Z)

Source: Data processed from attachment 4 (2023)

Based on these results, the linear regression equation has the formulation:  $Z = b_0 + b_1X_1 + b_2X_2 + \epsilon_1$ , so we get the equation:

$$Z = 8.776 + 0.571X_1 + 0.461X_2 + \epsilon_1.$$

The description of the multiple linear regression equation above is as follows:

- The constant value ( $b_0$ ) of 8.776 shows the size of the variable job satisfaction if the work discipline variable and recruitment variable are equal to zero.
- The regression coefficient value of the work discipline variable ( $b_1$ ) is 0.571, indicating the large role of the work discipline variable on the variables job satisfaction assuming constant recruitment variables. This means that if the work discipline variable factor increases by 1 value unit, then the variable is predicted job satisfaction increased by 0.571 value units assuming constant recruitment variables.
- The regression coefficient value of the recruitment variable ( $b_2$ ) is 0.461, indicating the large role of the recruitment variable on the variables job satisfaction assuming the work discipline variable is constant. This means that if the recruitment variable factor increases by 1 value unit, then the variable is predicted job satisfaction increased by 0.461 value units assuming the work discipline variable was constant.

The results of data processing for equation II can be seen in table 10 below:

**Table 10. Linear Regression Results Equation II**

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7,446	2,534	
	Work Discipline (X1)	,373	,140	,279
	Recruitment (X2)	,102	,147	,069
	Job Satisfaction (Z)	,383	,104	,407

a. Dependent Variable: Employee Performance (Y)

Source: Data processed from attachment 4 (2023)

*THE INFLUENCE OF WORK DISCIPLINE AND RECRUITMENT ON EMPLOYEE PERFORMANCE AT PT. KARINDO SAKTI SOURCES THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE (at PT. Sumber Karindo Sakti)*

Yessica Sardina Purba

Based on these results, the linear regression equation has the formulation:  $Y = b_0 + b_3X_1 + b_4X_2 + b_5Z + \epsilon$ , so we get the equation:  $Y = 7.446 + 0.373X_1 + 0.102X_2 + 0.383Z + \epsilon$

The description of the multiple linear regression equation above is as follows:

- a. The constant value (b<sub>0</sub>) of 7.446 indicates the magnitude of the employee performance variable if the work discipline variable, recruitment variable and job satisfaction variable are equal to zero.
- b. The regression coefficient value of the work discipline variable (b<sub>3</sub>) is 0.373, indicating the large role of the work discipline variable on employee performance variables with the assumption that the recruitment and job satisfaction variables are constant. This means that if the work discipline variable factor increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.373 value units assuming that the recruitment and job satisfaction variables are constant.
- c. The regression coefficient value of the recruitment variable (b<sub>4</sub>) is 0.102, indicating the large role of the recruitment variable on employee performance variables with the assumption that the variables of work discipline and job satisfaction are constant. This means that if the recruitment variable factor increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.102 value units assuming that the work discipline and job satisfaction variables are constant.
- d. Variable regression coefficient value job satisfaction (b<sub>5</sub>) of 0.383 shows the large role of the variable job satisfaction on employee performance variables with the assumption that work discipline and recruitment variables are constant. This means that if the variable factors job satisfaction increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.383 value units assuming that the work discipline and recruitment variables are constant.

**2. Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R<sup>2</sup>) is greater (approaching 1), then it can be said that the influence of variable X is large on variable Y. The value used to view the coefficient of determination in this research is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value in Equation I can be seen in Table 12 below:

**Table 12. Coefficient of Determination of Equation I Model Summary b**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	,526a	,277	,257	1.62979

a. Predictors: (Constant), Recruitment (X<sub>2</sub>), Work Discipline (X<sub>1</sub>)

b. Dependent Variable: Job Satisfaction (Z)

Source: Data processed from attachment 4 (2023)

Based on table 12, it can be seen that the adjusted R square value is 0.257 or 25.7%. This shows that work discipline variables and recruitment variables can explain the variables job satisfaction amounting to 25.7%, the remaining 74.3% (100% - 25.7%) is explained by other variables outside this research model, such as work motivation, leadership style, job training. The coefficient of determination value for equation II can be seen in Table 13 below:



**Table 13. Coefficient of Determination of Equation II  
Model Summary b**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	,610a	,372	,345	1.43864

a. Predictors: (Constant), Job Satisfaction (Z), Recruitment (X2), Work Discipline (X1)

b. Dependent Variable: Employee Performance (Y)

Based on table 4.19, it can be seen that the adjusted R square value is 0.345 or 34.5%. This shows that work discipline variables, recruitment variables and variables job satisfaction can explain 34.5% of employee performance variables, the remaining 65.5% (100% - 34.5%) is explained by other variables outside this research model, such as work motivation, work environment, compensation.

## E. Hypothesis Testing

### 1. t Test (Partial)

The t statistical test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. In this research, partial hypothesis testing was carried out on each independent variable, the results of data processing in equation I are shown in Table 4.20 below:

**Table 14. Partial Test (t) of Equation I**

#### Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,776	2,678		3,277	,002
	Work Discipline (X1)	,571	,143	,402	3,985	,000
	Recruitment (X2)	,461	,158	,295	2,921	,005

a. Dependent Variable: Job Satisfaction (Z)

Source: Data processed from attachment 4 (2023)

#### a. Hypothesis Testing the Effect of Work Discipline on Job satisfaction

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- 1) Reject the hypothesis if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig value.  $> 0.05$ .
- 2) Accept the hypothesis if  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$ .

From table 4.20, the  $t_{count}$  value is obtained 3.985 With  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $nk = 75-2=73$ ) the  $t_{table}$  value is 1.993. From this description it can be seen that  $t_{count}$  (3.985)  $> t_{table}$  (1.993), as well as the significance value of  $0.000 < 0.05$ , it can be concluded that the first hypothesis is accepted, meaning that the work discipline variable influences the job satisfaction variable. The results of this research are in accordance with the results of research conducted by (Nugrahaningsih & Julaela, 2022) showing that work discipline has a significant effect on job satisfaction.

#### b. Hypothesis Testing of the Effect of Recruitment Variables on Job Satisfaction Variables.

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- 1) Reject the hypothesis if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig value.  $> 0.05$
- 2) Accept the hypothesis if  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From table 4.20, the  $t_{count}$  value is obtained 2.921 With  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $nk = 75-2=73$ ) the  $t_{table}$  value is 1.993. From this description it can be seen that  $t_{count}$  (2.921)  $> t_{table}$  (1.993), as well

*THE INFLUENCE OF WORK DISCIPLINE AND RECRUITMENT ON EMPLOYEE PERFORMANCE AT PT. KARINDO SAKTI SOURCES THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE (at PT. Sumber Karindo Sakti)*

Yessica Sardina Purba

as the significance value of  $0.005 < 0.05$ , it can be concluded that the second hypothesis is accepted, meaning that the recruitment variable has an effect on the job satisfaction variable. The results of this research are in accordance with the results of research conducted by (Ma'ruf, 2018) showing that recruitment has a significant effect on job satisfaction.

Meanwhile, the results of data processing in equation II are shown in Table 14 below:

**Table 14 Partial Test (t) Equation II**

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,446	2,534		2,938	,004
	Work Discipline (X1)	,373	,140	,279	2,670	,009
	Recruitment (X2)	,102	,147	,069	,693	,491
	Job Satisfaction (Z)	,383	,104	,407	3,678	,000

a. Dependent Variable: Employee Performance (Y)

Source: Data processed from attachment 4 (2023)

a. Hypothesis Testing the Effect of Work Discipline on Employee Performance

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- 1) Reject the hypothesis if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig value.  $> 0.05$
- 2) Accept the hypothesis if  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From table 4.21, the  $t_{count}$  value is obtained 2.670 With  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $nk = 75-3=72$ ) the  $t_{table}$  value is 1.993. From this description it can be seen that  $t_{count}$  (2.670)  $> t_{table}$  (1.993), as well as the significance value of  $0.009 < 0.05$ , it can be concluded that the third hypothesis is accepted, meaning that the work discipline variable influences employee performance variables. The results of this research are in accordance with the results of research conducted by (Nugrahaningsih & Julaela, 2022) showing that work discipline has a significant effect on employee performance.

b. Hypothesis Testing the Effect of Recruitment on Employee Performance

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- 1) Reject the hypothesis if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig value.  $> 0.05$
- 2) Accept the hypothesis if  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From table 4.21, the  $t_{count}$  value is 0.693 With  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $nk = 75-3=72$ ) the  $t_{table}$  value is 1.993. From this description it can be seen that  $t_{count}$  (0.693)  $< t_{table}$  (1.993), as well as the significance value of  $0.491 > 0.05$ , it can be concluded that the fourth hypothesis is rejected, meaning that the recruitment variable has no effect on the employee performance variable. The results of this research are not in line with research conducted by (Ma'ruf, 2018) showing that recruitment has a significant effect on employee performance.

c. Test the Influence Hypothesis Job satisfaction On Employee Performance

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- 1) Reject the hypothesis if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$  or Sig value.  $> 0.05$
- 2) Accept the hypothesis if  $t_{count} \geq t_{table}$  or  $-t_{count} \leq -t_{table}$  or Sig.  $< 0.05$

From table 4.21, the  $t_{count}$  value is obtained 3.678 With  $\alpha = 5\%$ ,  $t_{table}$  (5%;  $nk = 75-3=72$ ) the  $t_{table}$  value is 1.993. From this description it can be seen that  $t_{count}$  (3.678)  $> t_{table}$  (1.993), as well as the significance value of  $0.000 < 0.05$ , it can be concluded that the fifth hypothesis is accepted, meaning



that the job satisfaction variable influences employee performance variables. The results of this research are in accordance with the results of research conducted by (Ma'ruf, 2018) showing that job satisfaction has a significant effect on employee performance.

## 2. Path Analysis

In order to be able to prove whether a variable is capable of being a variable that mediates the relationship between the independent variable and the dependent variable, a calculation of the direct and indirect influence between the independent variable and the dependent variable will be carried out. If the indirect influence of the independent variable on the dependent variable through the intervening variable is greater than the direct influence of the independent variable on the dependent variable, then that variable can be a variable that mediates between the independent variable and the dependent variable (Ghozali, 2018). To carry out direct and indirect calculations, this is done from the standardized regression coefficient values of equations I and II as follows:

**Table 15. Standardized Coefficients Values for Equation I**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8,776	2,678	
	Work Discipline (X1)	,571	,143	,402
	Recruitment (X2)	,461	,158	,295

a. Dependent Variable: Job Satisfaction (Z)

Source: Data processed from attachment 4 (2023)

**Table 16. Standardized Coefficients Values for Equation II**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7,446	2,534	
	Work Discipline (X1)	,373	,140	,279
	Recruitment (X2)	,102	,147	,069
	Job Satisfaction (Z)	,383	,104	,407

a. Dependent Variable: Employee Performance (Y)

Source: Data processed from attachment 4 (2023)

Next, the standardized coefficients beta value will be entered into the path analysis image as follows:



**Figure 4 Path Analysis**

The path analysis image shows the direct influence of work discipline variables on employee performance variables of 0.279. Meanwhile, the indirect effect through the job satisfaction variable is  $0.402 \times 0.407 = 0.163$ . The calculation results obtained show that the indirect influence through the

Yessica Sardina Purba

job satisfaction variable is smaller than the direct influence on employee performance variables. Furthermore, the direct influence of recruitment variables on employee performance variables is 0.069. Meanwhile, the indirect effect through the job satisfaction variable is  $0.295 \times 0.407 = 0.120$ . The calculation results obtained show that the indirect influence through the job satisfaction variable is greater than the direct influence on employee performance variables. These results can be seen in table 4.24 below:

**Table 17. Direct and Indirect Relationships**

No	Variable	Direct	Indirect	Total	Criteria	Conclusion
1	Work Discipline on Employee Performance Through Job Satisfaction as an Intervening Variable at PT. Source Karindo Sakti	0.279	$0.402 \times 0.407 = 0.163$	0.442	Direct > Indirect	<b>The sixth hypothesis is rejected</b> which means that job satisfaction cannot mediate the relationship between work discipline and employee performance at PT. Source Karindo Sakti
2	Recruitment on Employee Performance Through Job Satisfaction as an Intervening Variable at PT. Source Karindo Sakti	0.069	$0.295 \times 0.407 = 0.120$	0.189	Direct < Indirect	<b>The seventh hypothesis is accepted</b> which means that job satisfaction can mediate the relationship between recruitment and employee performance at PT. Source Karindo Sakti

Source: Data processed from attachment 4 (2023)

### Discussion of Research Results

Based on the results of hypothesis testing that has been carried out, the next stage is to explain the relationship between the variables in this research which is then linked to job satisfaction and employee performance, previous research and management science so that it can support existing statements. The explanation of the results is as follows:

#### The Influence of Work Discipline on Job Satisfaction

Based on the results of the analysis of hypothesis 1, it can be seen that Work discipline influences job satisfaction. The results of this research are in accordance with the results of research conducted by (Nugrahaningsih & Julaela, 2022) showing that work discipline has a significant effect on job satisfaction. Based on the results of respondents' answers to the three statements contained in the research questionnaire regarding work discipline, the average respondent tended to agree and strongly agree. Where in the statement employees have awareness in carrying out company duties and regulations both in attendance and using company equipment properly. This indicates a high level of good discipline, such as employees having awareness in carrying out their work and complying with company regulations, which can influence the job satisfaction of PT employees. Source Karindo Sakti. According to (Hasibuan, 2016) that work discipline has a direct influence on employee job satisfaction, so discipline is an important factor in a company. This is considered an important factor because work discipline can influence employee job satisfaction. The higher the employee's work discipline, the higher the employee's job satisfaction. Then we also looked at the characteristics of the



respondents based on age, where the majority of respondents were aged 25-35 years. This is because this age is the productive age at work. So it can be said that employees who work in the production section of PT Sumber Karindo Sakti get satisfaction at work.

### **The Effect of Recruitment on Job Satisfaction**

Based on the results of the analysis of hypothesis 2, it can be seen that recruitment influence on job satisfaction. The results of this research are in accordance with the results of research conducted by (Ma'ruf, 2018) showing that recruitment has a significant effect on job satisfaction. Based on the results of respondents' answers to the three statements contained in the research questionnaire regarding recruitment, the average respondent tended to agree and strongly agree. Where in the statement the respondents were recruited from fellow employees who worked at PT. Sumber Karindo Sakti. This indicates that the company's employee recruitment process is carried out through recommendations from fellow employees who work at PT. Sumber Karindo Sakti is able to influence the job satisfaction of PT employees. Source Karindo Sakti.

According to (Hasibuan, 2016), recruitment is the process of attraction, selection, placement, orientation and induction to obtain effective and efficient employees to help achieve company goals. Recruitment is a series of activities that begin when a company needs workers and opens vacancies until it finds the desired candidate or meets the qualifications according to the existing position. The better the employee recruitment process, the better employee job satisfaction. Based on data on respondents' characteristics regarding education, high school education constitutes the majority of production employees because high school education is the minimum requirement for graduation given by PT. Sumber Karindo Sakti in the production department. So it can be concluded that even though employees who work in the production section have an average high school education, employees still get satisfaction at work because the work given is in accordance with the employee's abilities.

### **The Influence of Work Discipline on Employee Performance**

Based on the results of the analysis of hypothesis 3, it can be seen that work discipline influences employee performance. The results of this research are in accordance with the results of research conducted by (Nugrahaningsih & Julaela, 2022) showing that work discipline has a significant effect on employee performance. Based on the results of respondents' answers to the three statements contained in the research questionnaire regarding work discipline, the average respondent tended to agree and strongly agree. Where in the statement employees are responsible for carrying out the duties and regulations made by the company. This indicates a high sense of responsibility and carrying out the duties and regulations made by the company is able to influence the performance of PT employees. Source Karindo Sakti.

According to (Simamora, 2016), high work discipline has a positive relationship with employee performance, which means that the higher the work discipline, the higher the work results (performance) that will be achieved. Then obey (Hasibuan, 2016) The higher the work discipline, the higher the employee performance and the easier it will be for the company to achieve its goals. Without good employee discipline, it is difficult for companies to achieve optimal results. A high level of discipline will help employees complete their work within the time specified by the company. Then, looking at the characteristics of the respondents based on gender, it can be seen that men are more dominant in working in the production section of PT Sumber Karindo Sakti. This is because men tend to have a stronger physique than women, where the wood processing production sector is closely related to machines and heavy equipment, so it requires a strong physique so that work targets can be achieved.

### **The Effect of Recruitment on Employee Performance**

Based on the results of the analysis of hypothesis 4, it can be seen that recruitment has no effect on employee performance. The results of this research are not in line with research conducted by (Ma'ruf, 2018) showing that recruitment has a significant effect on employee performance. This indicates that the recruitment process carried out by the company is still not optimal, where the

*Yessica Sardina Purba*

employees recruited are still not able to provide the expected performance. This is an evaluation of the company in selecting and carrying out appropriate and measurable selection of prospective employees so that the expected work results are achieved. In this study, recruitment was supported by 3 indicators, namely the source of employee attraction, the source of employees and the method of employee attraction, which could not influence employees in improving their performance, this could be caused by other factors such as work motivation, organizational commitment, work environment and leadership style.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of the analysis of hypothesis 5, it can be seen that Job satisfaction influences employee performance. The results of this research are in accordance with the results of research conducted by (Ma'ruf, 2018) showing that job satisfaction has a significant effect on employee performance. Based on the results of respondents' answers to the five statements contained in the research questionnaire regarding job satisfaction, the average respondent tended to agree and strongly agree. Where in the statement colleagues always provide support to respondents to work better. This indicates that colleagues who always provide support at work are able to influence the performance of PT employees. Source Karindo Sakti. Because this support makes employees more enthusiastic and motivated to improve their performance. According to (Mangkunegara & Prabu, 2017) Job satisfaction refers to how employees feel about their jobs, and it reflects a positive attitude toward work that improves employee performance. Employee job satisfaction has a close relationship with employee performance, meaning that a high level of job satisfaction will influence employee performance, where this variable can increase or decrease employee performance.

### **The Effect of Work Discipline on Employee Performance Mediated by Job Satisfaction**

Based on the results of the analysis of hypothesis 6, it can be seen that Job satisfaction cannot mediate the relationship between work discipline and PT employee performance. Source Karindo Sakti. Where the indirect influence through the job satisfaction variable is smaller than the direct influence on the employee performance variable. The results of this research are not in line with the results of research conducted by (Satriyo, 2019) which shows that job satisfaction can mediate the influence of work discipline on employee performance. Because the direct influence of work discipline on employee performance is greater than the indirect influence through job satisfaction, job satisfaction cannot mediate or is not an intervening variable. Work discipline among PT employees. Sumber Karindo Sakti, which is supported by three indicators, namely attitudes, norms and responsibilities, can directly improve the performance of PT employees. Karindo Sakti source, although not mediated by job satisfaction. In other words, work discipline is a factor for employees to consider to improve their performance even though employees have not achieved the desired job satisfaction. According to (Hasibuan, 2016) Work discipline is a human resource function that plays an important role because the more disciplined an employee is, the higher the employee's performance will be. Good work discipline will have a positive impact on employee performance.

### **The Effect of Recruitment on Employee Performance Mediated by Job Satisfaction**

Based on the results of the analysis of hypothesis 7, it can be seen that Job satisfaction can mediate the relationship between recruitment and employee performance at PT. Source Karindo Sakti. Where the indirect influence through the job satisfaction variable is greater than the direct influence on employee performance variables. The results of this research are in line with the results of research conducted by (Ma'ruf, 2018) which shows that job satisfaction can mediate the effect of recruitment on employee performance. Because the direct influence of recruitment on employee performance is smaller than the indirect influence through job satisfaction, job satisfaction can mediate or act as an intervening variable. Recruitment of PT employees. Sumber Karindo Sakti, which is supported by three indicators, namely the source of employee attraction, the source of employees and the direct method of employee attraction, has not been able to improve the performance of PT employees.





Sumber Karindo Sakti so it must be mediated by job satisfaction. In other words, satisfaction is indirectly a factor that can improve the relationship between recruitment and employee performance. By fulfilling employee job satisfaction, it will be possible to increase the positive relationship between recruitment and employee performance. So it can be concluded that the better the recruitment process is on employee performance, the more employee job satisfaction will increase.

## CONCLUSION

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. Work discipline influence on job satisfaction at PT. Source Karindo Sakti.
2. Recruitment influence on job satisfaction at PT. Source Karindo Sakti.
3. Work discipline influence on employee performance at PT. Source Karindo Sakti
4. Recruitment has no effect on employee performance at PT. Source Karindo Sakti
5. Job satisfaction influences employee performance at PT. Source Karindo Sakti
6. Job satisfaction cannot be a variable that mediates the influence of work discipline on employee performance at PT. Source Karindo Sakti.
7. Job satisfaction can be a variable that mediates the influence of recruitment on employee performance at PT. Source Karindo Sakti.

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*THE INFLUENCE OF WORK DISCIPLINE AND RECRUITMENT ON EMPLOYEE PERFORMANCE AT PT. KARINDO SAKTI SOURCES THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE (at PT. Sumber Karindo Sakti)*

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