

THE EFFECT OF EDUCATION, RECRUITMENT AND WORK FACILITIES ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AS INTERVENING VARIABLES AT PT GAG NIKEL

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Objectives: *The success of the company's institutions and organizations is inseparable from the support of its employees in seeking to improve their performance. The ability and job satisfaction of its employees is very important to be given more attention to achieve the desired success or goals of the company. Therefore, a company or organization must pay attention to its employees through recruitment processes, education, and also work facilities that can support them. This is done to improve employee performance and job satisfaction.*

Methodology: *The method used in this study is to use a quantitative descriptive method. This study uses the PLS-SEM model analysis for data processing. The sample used uses a saturated sample, namely all employees of PT Gag Nikel, totaling 68 people.*

Conclusion: *Recruitment and work facilities have a significant effect on job satisfaction. Recruitment and work facilities also have a significant influence on employee performance. While education has no significant effect on job satisfaction and performance. Job satisfaction also has no significant effect on employee performance.*

Keywords: *Education, Recruitment, Work Facilities, Employee Performance, and Job Satisfaction.*

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INTRODUCTION

During the development of technology, labor as human resources (HR) has a very important role since the performance of employees as human resources can influence other factors. However, this cannot be achieved if the availability of human resources in the organization is inadequate (Kusuma et al., 2019). Human resources are socially responsible for maintaining the attitudes and behavior of employees properly to improve employee performance and be responsible for their work (Vu 2022). Recognizing that humans are the determining factor and the center of attention in every operational activity, the company

manages human resources so that the expected goals can be achieved through an orientation towards the effective and efficient use of human resources. The main problems that deserve the attention of the organization in the human resource department are employee performance issues. Employee performance is considered important for the organization because the success of an organization is influenced by the performance itself. According to Susiawan & Muhid, (2015), Human resources are the most important management element in the organization because they are the main factor that drives, directs, and maintains the organization from various demands of society and the times. No matter how sophisticated the technology is without human resources capable of handling it, the technology will mean nothing. This proves that the achievement of company goals is highly dependent on the employees who drive them (Soelton et al., 2021).

Job satisfaction is a condition of the extent to which individuals feel positively or negatively about various factors or dimensions of the tasks in their work (Sujati., 2018). Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good working atmosphere (Betty Leindarita, et al., 2022). This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations (Mochklas, Fatihudin, and Huda 2019). Creating employee job satisfaction in an organization or company is very important. If employees are not satisfied with their workers, a bad attitude will appear in the scope of work such as a lack of interest in their work, looking for another job, decreased employee performance, and other complaints (Kathure, 2018).

Ghozali (2017) defined job satisfaction as a condition of fulfilling several desires and needs through work or work activities. Maximum employee performance is needed to achieve company goals (Mutafannin and Nurhasanah 2019). One of the main factors that become employee satisfaction and can improve employee performance at work is the available work facilities. The work facilities provided at PT Gag Nickel are not supportive, such as inadequate computer units, inadequate places of worship, no canteen facilities, and inadequate parking.

Various methods have been taken to improve employee performance, for example through the recruitment process, employee education and training levels, compensation, motivation, paying attention to employee competencies, and creating a good work environment (Yuliantini, T., et al., 2019). The problems that exist in human resource management which are the main problems that deserve the attention of the organization are employee performance issues. Employee performance is considered important for the organization because the success of an organization is influenced by the performance itself. Employee performance is also very important for customer satisfaction because it will affect the image of the company itself (Dorta-Afonso et al., 2023). Various ways have been taken to improve employee performance, for example through the recruitment process, paying attention to employee education and training, providing compensation, motivation, supporting work facilities, and also paying attention to the competencies possessed by employees and creating a good work environment.

Recruitment is a process or action taken by an organization to obtain additional employees through several stages which include identifying and evaluating sources of workforce withdrawal, determining workforce needs, and the process of selecting, placing, and manpower orientation. (Julia et al. 2022). Recruitment is an attempt to fill vacant positions or jobs within an organization or company. Recruitment and selection is an important process in obtaining employees according to needs. In the implementation of recruitment, there is a rather

complicated process so it is difficult to get the right candidate. Recruiting employees is certainly not an easy task for a company, many phenomena have occurred such as a lack of follow-up, judging from the experience and skills of an applicant whose educational background does not match the criteria required by PT Gag Nickel. Meanwhile, PT Gag Nickel is looking for criteria such as having responsive skills in carrying out assigned tasks in matters such as compiling work reports. From this, you can see the complexity of the recruitment process in this company. In line with the selection process at PT Gag Nickel, there are policies and attitudes from management that serve as benchmarks for filling positions according to their educational background. Research conducted by (Setiadi, Dedy, and Mubarok 2022) revealed that the relationship between recruitment and satisfaction on employee performance is in the strong category.

In addition to the recruitment process that determines employee performance and job satisfaction is the employee's education. According to research that has been done by Pakpahan (2017), the poor performance of civil servants is caused by several things, including lack of time discipline, low work ethic, responsibility towards work, salary issues, and education level where 75% of all civil servants graduate from high school, totaling 4 million employees civil servants, 53% of them still need to be continuously fostered in order to achieve the expected level of performance. From this statement, it can be concluded that there is poor employee performance and one of the factors that causes this to happen is influenced by the level of education of the employees. Research that has been conducted by Nurlaela & Trianasari (2021) revealed that the results of the study indicated that there was a positive effect of the level of education and work experience on employee performance. Education or job training has been consistently proven to influence company innovation. Therefore we need to develop or improve it according to the times (Na 2021).

Adequate facilities can support employee performance while service recipients can provide a sense of comfort and satisfaction when the service process takes place. In addition to work facilities, one of the efforts to produce good employee performance or even improve employee performance is a non-physical work environment. The non-physical work environment is all conditions that occur related to work relations, both with superiors and with co-workers or relations with subordinates (Putri 2022). The non-physical work environment in a job is very important because it involves a relationship between employees and leaders as well as fellow employees. Comfortable and harmonious work environment conditions will provide peace and closeness or intimacy between co-workers. Companies should be able to reflect conditions that support cooperation between superiors and subordinates to create a family atmosphere, good communication, and self-control to unite within the company's organization to achieve goals.

Not only does work facilities and non-physical work environment affect employee performance, one factor that is very important to obtain optimal work results is job satisfaction. Job satisfaction is when employees will feel satisfied with their work and view work as something that makes them happy which tends to increase performance (Valentino Anggara 2019). Job satisfaction is something individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activities felt following individual wishes, the higher the satisfaction with these activities. One of the symptoms of low job satisfaction at PT. GAG can be seen from the level of absenteeism or attendance of employees. Employees who do not have satisfaction at work will be lazy to come to work or often come to work late. Therefore, satisfaction is an evaluation that describes

a person's feelings of pleasure or displeasure and satisfaction or dissatisfaction at work (Ghozali 2017).

Several studies have found that work facilities have a significant effect on employee performance. As research has been done by Jufrizen & Hadi (2021) which states that work facilities have a positive and significant effect on employee performance. Research by (Julia et al. 2022) also states that there is a positive and significant influence between work facilities on job satisfaction.

The success of the company's institutions and organizations is inseparable from the support of its employees in seeking to improve their performance. The ability and job satisfaction of its employees is very important to be given more attention to achieve the desired success or goals of the company. Employee performance, either directly or indirectly, will support efforts to achieve the organizational goals of the company or institution. Every institution or company organization certainly has value in terms of organizational and individual values of its employees. These values relate to work ethic, job satisfaction, and other factors that are necessary for achieving the success of the institution.

THEORETICAL REVIEW

Education. According to Pakpahan (2017), it is stated that "Education is related to the general improvement and understanding of the environment of human life as a whole and the process of developing knowledge, skills, thoughts, character, character and so on." According to RI Law No. 2 of 1989 concerning the National Education System, education is "a conscious effort to prepare students through guidance, teaching and/or training activities for their future roles." Education and training carried out by the company are beneficial for the company, employees, consumers, or the public who consumes the goods or services provided by the company. The objectives of education and training are guidelines in the preparation of education and training programs in implementation and supervision.

Recruitment. Recruitment has the meaning that is a process or an action carried out by a company, agency, or organization to add new workers which is carried out in several stages and has criteria according to the job needed (Rogahang 2022). Meanwhile, another definition says that recruitment is the activity of finding and attracting qualified prospective workers with adequate qualifications in the number and type needed to be employed in an organization (Lestari et al. 2020). According to Rogahang (2022), The current recruitment process has several terms, namely: *Job Analysis*, *Job Description*, *Job Specification*, *Job Evaluation*, and *Job Classification*.

Work Facilities. Facilities are enjoyment in a real and natural form. In the world of work, the facilities provided by the company are in physical form, used in normal company activities, and have a relatively permanent period of use and provide benefits for the future. Facility is a means to expedite and facilitate the implementation of the work process. Facilities are individual components of the offering that are easy to grow or reduce without changing the quality and service model (Jufrizen and Hadi 2021). According to Asri et al., (2019), work facilities are facilities provided by the organization to support the running of the organization in achieving the goals set by the control holder. Available work facilities will have a positive impact on

employees in improving employee performance. Work facilities support the completion of employee work and facilitate their performance. The existence of work facilities will make employees more productive or perform better. Based on the description above, it can be concluded that the notion of work facilities is work supporting infrastructure for employees to carry out / complete the work given, work facilities will have a positive impact on the work process of a company if the facilities provided are adequate.

Employee performance. The development and progress of an organization cannot be denied if the quality factor of performance management has an influence as a driven force capable of accelerating in that direction. Jufrizen & Hadi (2021) states that performance is a job carried out by a person following the authority and responsibility in a company to achieve organizational goals. Practically, employee performance can be realized by prioritizing consumer interests, such as providing the best service; and for the organization is manifested by disciplined, innovative behavior, and providing the best for the organization (Julia et al. 2022). Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company.

Job satisfaction. Julia et al., (2022) define job satisfaction as a pleasant emotional attitude and love toward a job. Job satisfaction is described as a positive feeling towards work which is the result of evaluating each job characteristic. This is in accordance with the opinion of (Madiistriyatno 2015) which states that job satisfaction in work is enjoyed by obtaining praise for work, placement, treatment, equipment, and a good working environment. According to (Efendi & Winenriandhika, 2021), Job satisfaction is a general attitude toward one's job that shows the difference between the amount of rewards workers receive and the amount they believe they should receive. Job satisfaction is the degree of affection or individual feeling for a job and its main components which is considered a positive notion that describes the work behavior of employees (Salahat and Al-Hamdan 2022). Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. Previously, research related to job satisfaction had been carried out, namely, research conducted by Ren et al., (2022) which states that delaying work can result in performance satisfaction.

Education Has a Significant Influence on Job Satisfaction. According to Solomon et al., (2022), education is considered one of the most important human capital investments. While better-educated individuals enjoy greater job resources (income, job autonomy, and job variety), they also tend to endure greater job demands (work hours, task pressure, work intensity, and time urgency). On average, these demands are associated with increased job stress and decreased job satisfaction, largely offsetting the positive gains associated with greater resources. Given that the net relationship between education and job satisfaction appears weakly negative, we highlight that important trade-offs underlie the education-job satisfaction relationship. In an additional analysis, we identify boundary conditions by gender and entrepreneurial status (thus being female exacerbates and being self-employed weakens the negative relationship between education and job satisfaction). Finally, we discuss the practical implications for individuals and organizations, as well as alternative explanations for the education-job satisfaction relationship. Previous research that has been conducted argues that

education has an effect on job satisfaction such as research conducted by Pakpahan et al., (2017) which states that education and training will improve employee performance as well as alternative explanations for the education-job satisfaction relationship.

Recruitment Has a Significant Influence on Job Satisfaction. Research conducted by Jha (2016) tried to explore the relationship between recruitment practices with job dissatisfaction and job enjoyment. Job dissatisfaction and job pleasure are important elements of job satisfaction. Job satisfaction leads to higher employee performance. The findings from this research paper suggest that organizations should strengthen their selection processes to attract the most suitable potential applicants for jobs. A strong job selection process helps in increasing the job satisfaction of these employees because a good experience in the job selection process stays with the individual and thus represents a healthy start for an enjoyable work experience. Job dissatisfaction and job pleasure are zero-sum factors.

Work Facilities Have a Significant Influence on Job Satisfaction. Work facilities are facilities provided by the company to support the company's tone in achieving the goals set by the controller. Work facilities are very important for the comfort of employees at work. Following previous research that has been conducted by (Asri et al. 2019) which states that calculations based on partial test results with a test (Path Analysis) can be concluded that work facilities have a positive and significant influence on employee job satisfaction at UIN Alauddin Makassar Rectorate. Research conducted by (Ayu and Pidada 2021) also states that work facilities have a significant effect on employee job satisfaction at Karma Royal Jimbaran Bali

The Influence of Education on Employee Performance. The basic concept of education according to Pakpahan (2017) is that education is related to the general increase and understanding of the environment of human life as a whole and the process of developing knowledge, skills, thoughts, character, character, and so on. Education Level is a long-term process using systematic and organized procedures, whereby the workforce learns conceptual and theoretical knowledge for general purposes. Education has a positive impact on employee performance, proper education will have a positive impact on an employee because he works according to his field of knowledge or education. This can be simplified if an employee's job is in accordance with his education, it will be easier for him to develop his abilities and work according to his abilities. In line with research conducted by (Gunawan et al. 2022), education has a positive effect on employee performance. Research conducted by (Na 2021) also stated that the level of education and job training affected employee performance. This can innovate the company so that the company can develop and survive the business competition that occurs.

The Effect of Recruitment on Employee Performance. The company's recruitment plan and its effectiveness play an important role in strategic decision-making because it is the main investment of the company. According to Putri (2022), Employee recruitment is a process or action taken by an organization to obtain additional employees through several stages which include identifying and evaluating sources of labor recruitment, determining workforce needs, the process of selecting, placing, and manpower orientation. This process is intended to stimulate prospective employees to submit job applications and then be selected according to the company's specific needs to get the right employee to fill the vacant position.

Organizations must prepare the specific qualifications needed to fill vacant positions and then monitor potential employees during the recruitment and selection process. In addition, recruitment is intended to stabilize the composition of human resources. For a successful recruitment strategy, an organization or company can use a number of recruitment methods including job advertisements, suggestions from existing employees, graduate recruitment, agency or expert engagement, vacancies/job boards, company website, social media, etc. Recruitment is an attempt to fill vacant positions or jobs within an organization or company. For this reason, there are two sources of labor, namely sources from outside (external) the organization or from within (internal) the organization.

Effect of Work Facilities on Employee Performance. The importance of adequate work facilities and infrastructure needs attention. Dedication, work ability, skill, and great intention to realize high work performance will not be of great benefit without the necessary facilities and infrastructure. For an organization or a company to run smoothly, the minimum requirements for work facilities and infrastructure must be met. Work facilities are all that is around employees and can affect them in carrying out the tasks assigned. According to Julia et al., (2022), work facilities are a form of service or assistance to employees to help meet every employee's needs in order to increase job satisfaction and employee performance. Facilities can also be interpreted as one of the supporting factors for an employee's work in carrying out tasks given by a company. Good work facilities with appropriate tools support employee performance more conductively thereby making work more effective and efficient (Hasibuan 2014).

Effect of Job Satisfaction (Z) on Employee Performance (Y). According to Madiistriyatno (2015), job satisfaction is one's enjoyment of work through goal attainment, placement, caring, and a positive work environment. Work will take precedence over pay for performing their obligations for employees who wish to experience job satisfaction in this position. Employees will be more satisfied with their jobs if they have challenging jobs with prospects for advancement, rewards, and promotions. According to (Paparang, Areros, and Tatimu 2021), job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience in which job satisfaction is the result of employee views related to how the work they do gives important value. According to Luthans (2012), the indicators that influence job satisfaction are salary, the job itself, colleagues, opportunity, promotion, and supervision.

The Influence of Education on Employee Performance Through Job Satisfaction. Education carried out aims to increase knowledge, understanding, and background in general which in practice is required (Nargis, Kamariah, and Fitriana 2018). Besides education and training factors, job satisfaction is one of the factors that influence employee performance. Aulia & Sasmita (2014) states that education and training are the processes of assisting employees so that they have effectiveness in their current and future jobs by developing in themselves the right habits of thinking and acting, skills, knowledge, attitudes, and understanding to carry out their duties and work. In other words, the educational level of an employee can increase the company's competitiveness and improve company performance. The relationship between education and training and employee performance influences each other where it is assumed that education and training is a response to an organizational need.

The Effect of Recruitment on Employee Performance Through Job Satisfaction.

According to (Efendi & Winenriandhika, 2021), several criteria need to be considered in recruiting employees so that the implementation can achieve the expected goals, including: 1) Paying attention to instructions or provisions from the Ministry of Manpower. 2) Qualifications of applicants, namely in this case the recruitment of employees must be carried out in order to meet the needs of workers with certain qualifications. 3) Leader's instructions, this needs to be considered by recruiters so that the prospective employees accepted meet company standards. 4) Social responsibility, the recruitment of employees must be carried out by taking into account the organization's social responsibility towards the surrounding community. 5) State regulations, the recruitment of employees is carried out by taking into account the provisions set by the state through several kinds of regulations, including minimum age, minimum wage, working time, and so on. Research that has been conducted by Setiadi et al., (2022) states that job satisfaction in the company PT. Tischlerzentrum Bandung has a positive and significant effect. This shows that the influence of recruitment and job satisfaction plays a role in building employee performance at PT. Tischlerzentrum Bandung.

The Effect of Work Facilities on Employee Performance Through Job Satisfaction. Work facilities are very important for companies because they are able to uphold representative performance, for example in completing work to achieve targets. Work facilities are supporting variables to expedite the business being carried out with the aim that the work can be completed according to the purpose. In every organization, in order to achieve a goal, a supporting facility is needed that is used all the time or moves within the company or organization. As in the research conducted by Julia et al., (2022), there is a positive and significant influence between facilities on employee performance at PT. PLN (Persero) ULP Ratahan.

Based on previous theoretical and research studies, a theoretical framework is obtained as shown in the figure below.

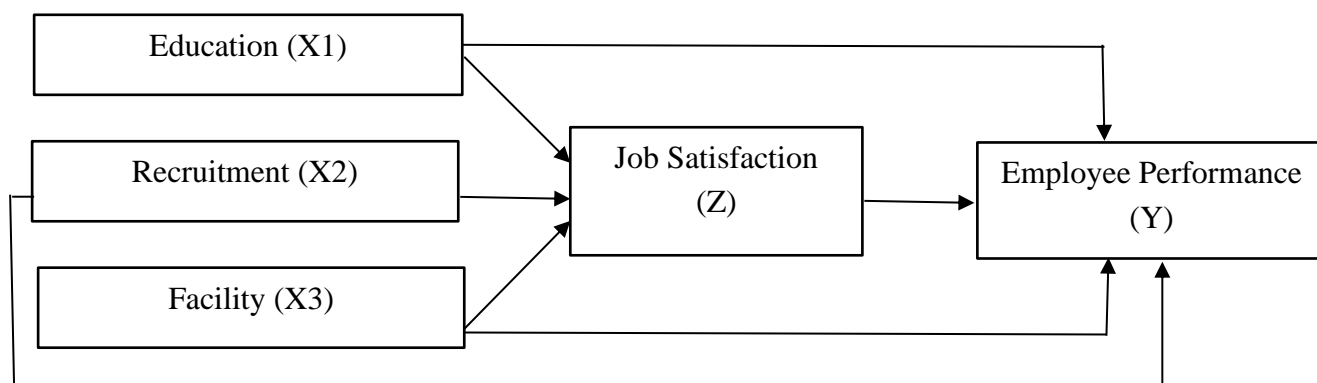


Figure 1. Theoretical Framework

Hypothesis

- H1: Education Has a Significant Influence on Job Satisfaction
- H2: Recruitment Has a Significant Influence on Job Satisfaction.
- H3: Work Facilities Have a Significant Influence on Job Satisfaction.
- H4: The Effect of Education on Employee Performance.
- H5: The Effect of Recruitment on Employee Performance

- H6: Influence of Work Facilities on Employee Performance.
- H7: Effect of Job Satisfaction on Employee Performance.
- H8: The Influence of Education on Work Performance Through Job Satisfaction.
- H9: The Effect of Recruitment on Work Performance Through Job Satisfaction
- H10: Effect of Work Facilities on Work Performance Through Job Satisfaction.

METHOD

Research Design. The method used in this study is a quantitative descriptive method. The descriptive method uses a certain way of collecting, processing, and analyzing the data presented, and is measured on a numerical scale or in the form of numbers with statistical techniques. (Sugiyono 2017).

Population and Sample. The population taken from this research is the employees of PT Gag Nickel totaling 68 people. The sample used uses a saturated sample, namely all employees of PT Gag Nickel, totaling 68 people. The sampling technique in this study was to use purposive sampling where this sampling is non-random sampling where the researcher determines sampling by establishing special characteristics that are in accordance with the research objectives so that they are expected to be able to answer research problems.

The following sample inclusion criteria were used:

1. Employees who are willing to be respondents to this study.
2. Employees who have worked for at least 3 years

Data Collection Techniques and Instrument Development. The collection of data used in this study is a questionnaire. Measuring respondents' opinions used a Likert scale with a five-point scale, namely number 5 for strongly agree opinion (SS), number 4 for agree (S), number 3 for neutral (N), number 2 for disagree (TS) and number 1 for strongly disagree (STS).

Data Analysis Techniques. This study uses the PLS-SEM model analysis, namely by evaluating the measurement model (outer model) and structural model (inner model). The tests performed on the outer model are convergent validity, discriminant validity, composite reliability, average variance extracted (AVE), and Cronbach alpha. Tests performed on the inner model include R-square, Q-square, and F-square.

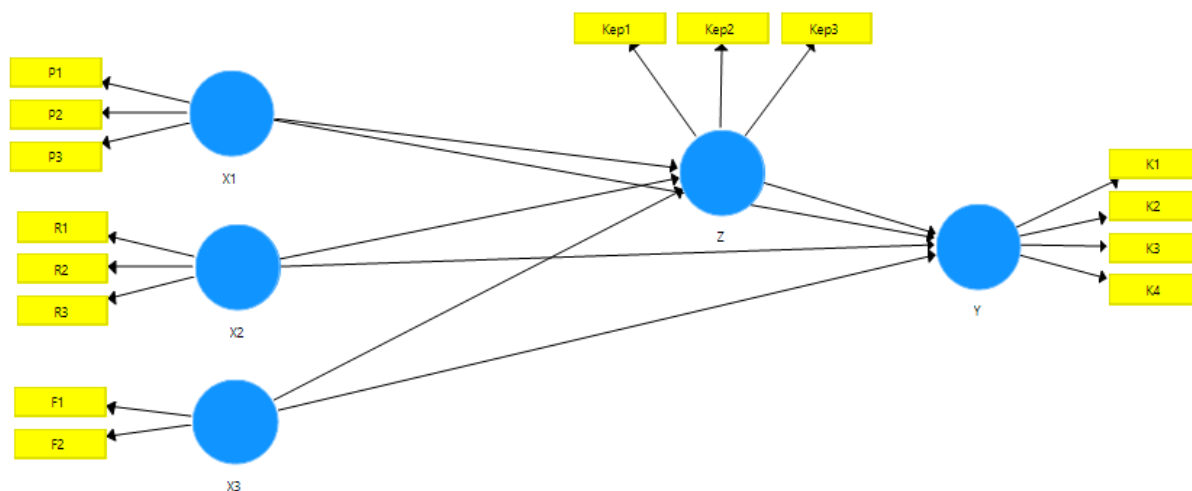


Figure 2. PLS-SEM Model

RESULTS AND DISCUSSION

Results

Characteristics of Respondents

Following are the results of the characteristics of the respondents:

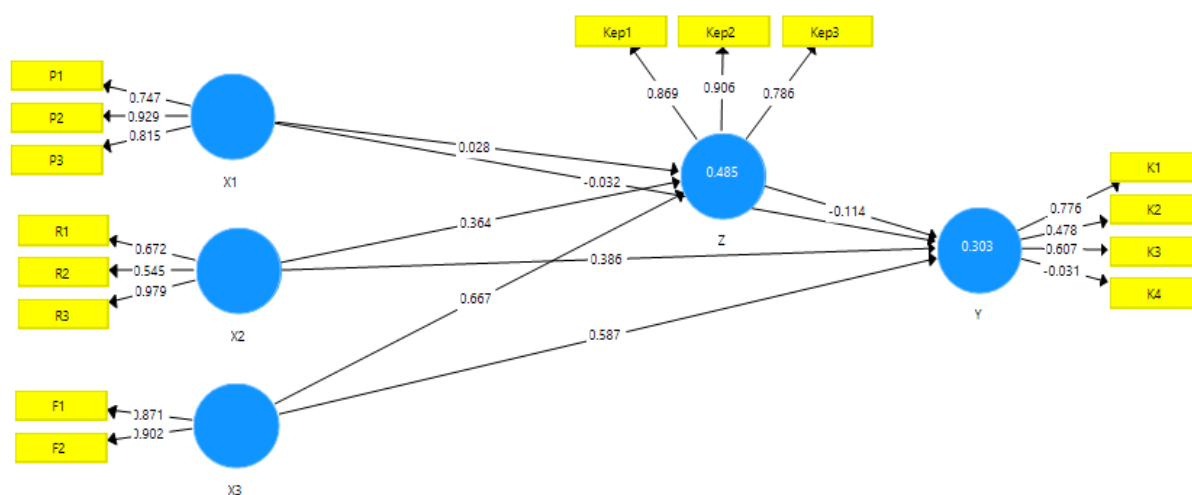
Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage
Length of working		
1-2 years	1	1.5%
2-3 years	11	16.2%
3-4 years	37	54.4%
> 5 years	19	27.9%
Total	68	100%
Level of education		
SENIOR HIGH SCHOOL	22	32.4%
S1	46	67.6%
Total	68	100%

Source: Results of data processing, 2022

The results of calculating the percentage of the respondent's data have conclusions that the data from the majority of respondents have a working period of 3-4 years (54.4%) and the lowest having a working period of 1-2 years, namely 1 respondent (1.5%). Then the second characteristic is related to the level of education. This can be seen in Table 4.1 where it can be concluded that the data from the majority of respondents had an undergraduate education level of 46 (67.6%) and the lowest included in the high school category, namely 22 respondents (32.4%).

Validity test. In the outer model, there are 2 tests, namely the convergent validity test and the discriminant test. The following are the results of the convergent validity test:



	<i>Factor Loading</i>
<i>F1</i>	<i>0.871</i>
<i>F2</i>	<i>0.902</i>
<i>K1</i>	<i>0.776</i>
<i>K2</i>	<i>0.478</i>
<i>K3</i>	<i>0.607</i>
<i>K4</i>	<i>-0.031</i>
<i>Kep1</i>	<i>0.869</i>
<i>Kep2</i>	<i>0.906</i>
<i>Kep3</i>	<i>0.786</i>
<i>P1</i>	<i>0.747</i>
<i>P2</i>	<i>0.929</i>
<i>P3</i>	<i>0.815</i>
<i>R1</i>	<i>0.672</i>
<i>R2</i>	<i>0.545</i>
<i>R3</i>	<i>0.979</i>

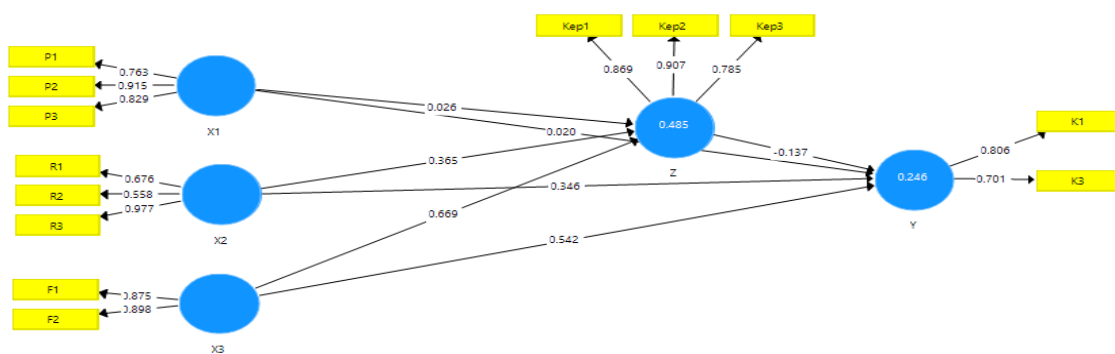
Based on the picture above, some indicators have a loading factor value of <0.5 , so these indicators need to be removed.

	<i>Factor Loading</i>
<i>F1</i>	<i>0.875</i>
<i>F2</i>	<i>0.898</i>
<i>K1</i>	<i>0.806</i>
<i>K3</i>	<i>0.701</i>
<i>Kep1</i>	<i>0.869</i>
<i>Kep2</i>	<i>0.907</i>
<i>Kep3</i>	<i>0.785</i>

<i>P1</i>	<i>0.763</i>
<i>P2</i>	<i>0.915</i>
<i>P3</i>	<i>0.829</i>
<i>R1</i>	<i>0.676</i>
<i>R2</i>	<i>0.558</i>
<i>R3</i>	<i>0.977</i>

	<i>Average Variance Extracted (AVE)</i>
<i>X1</i>	<i>0.703</i>
<i>X2</i>	<i>0.574</i>
<i>X3</i>	<i>0.786</i>
<i>Y</i>	<i>0.570</i>
<i>Z</i>	<i>0.731</i>

All indicators already have a loading factor > 0.5 so they are declared valid and have an AVE value greater than 0.5 so they are valid.



The results of the discriminant test can be seen in the following table:

	<i>X1</i>	<i>X2</i>	<i>X3</i>	<i>Y</i>	<i>Z</i>
<i>X1</i>	0.838				
<i>X2</i>	0.020	0.758			
<i>X3</i>	0.247	-0.217	0.887		
<i>Y</i>	0.134	0.198	0.390	0.755	
<i>Z</i>	0.199	0.220	0.596	0.266	0.855

From the test results above it can be seen that the root value of the AVE variable in the correlation of each variable to itself is greater than to other variables. For example, variable X1 has an AVE value of 0.838 which is higher than the highest correlation X1 with other variables.

Reliability Test. If the composite reliability value ≥ 0.7 then it is reliable. So if < 0.7 then it

is not reliable.

	<i>Composite Reliability</i>
<i>X1</i>	<i>0.876</i>
<i>X2</i>	<i>0.793</i>
<i>X3</i>	<i>0.880</i>
<i>Y</i>	<i>0.725</i>
<i>Z</i>	<i>0.890</i>

From the above, it shows that the composite reliability value for almost all constructs is ≥ 0.7 . This shows that all the constructs in the estimated model meet the composite reliability criteria. So, it can be concluded that all indicators in the research are reliable to apply.

R-square value. The results of the R-square can be seen in the table below:

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Y</i>	<i>0.246</i>	<i>0.198</i>
<i>Z</i>	<i>0.485</i>	<i>0.461</i>

Based on the above we can conclude, the effect of X1, X2, X3, Z on Y gives an R-square value of 0.246 which means that the variability of the Y variable can be explained by the effect of X1, X2, X3 with the intervening variable Z of 24.6% while the remaining 75.4% is explained by other variables that are not in the research model. The effect of X1, X2, and X3 on Z gives an R-square value of 0.485 which can be interpreted that the variability of variable Z can be explained by the effect of X1, X2, X3 which is 48.5% while the remaining 51.5% is explained by other variables that are not in Research Model.

Effect Size. Effect size or what is known as the f-square is used to indicate whether endogenous latent variables have a major influence on exogenous variables. The following categories of f-square values:

- a) An f-square value of 0.02 is categorized as a weak influence of exogenous latent variables at the structural level
- b) An f-square value of 0.15 is categorized as a sufficient influence of exogenous latent variables at the structural level
- c) An f-square value of 0.35 is categorized as a strong influence of exogenous latent variables at the structural level

	<i>F-square</i>	
	<i>Y</i>	<i>Z</i>
<i>X1</i>	<i>0.001</i>	<i>0.001</i>
<i>X2</i>	<i>0.121</i>	<i>0.245</i>
<i>X3</i>	<i>0.195</i>	<i>0.774</i>
<i>Z</i>	<i>0.013</i>	

Q-square. If the Q-square value > 0 , it indicates that the model has predictive relevance which means that the observed values have been reconstructed or modeled properly.

Conversely, if the Q-square value < 0 , it indicates that the model does not have predictive relevance which means that the observed values have not been reconstructed or modeled properly.

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots n$$

$$Q^2 = 1 - (0,754 \times 0,515) = 0,612$$

Based on the Q-square value, it can be said that the model has $Q^2 > 0$ so that the model has predictive relevance which means that the observed values have been reconstructed or modeled properly.

Multicollinearity Test. The purpose of conducting a multicollinearity test is to examine whether there exists a correlation among the independent variables in a regression model. Multicollinearity can be observed through the values of tolerance and VIF (variance inflation factor). The decision-making criteria for this test is if the VIF value is greater than or equal to 10, it indicates the presence of multicollinearity. Conversely, if the VIF value is less than or equal to 10, it indicates the absence of multicollinearity. The results of this test can be seen below.

	Y	Z
X1	1.000	1.775
X2	1.489	2.048
X3	2.08	1.000
Z	1.622	

From the test in the above table, it is identified that all VIF values for each variable are less than 10. Therefore, it is concluded that all hypotheses are free of multicollinearity problems.

Hypothesis testing. In testing the hypothesis it can be seen through the value of the t-statistic and the probability value. To test the hypothesis using statistical values, the 5% alpha value of the t-statistic used is 1.96. So that the criteria for accepting or rejecting the hypothesis are that H_a is accepted and H_0 is rejected if the t-statistic > 1.96 . To reject or accept the hypothesis using probability, H_a is accepted if the p-value < 0.05 , and H_a is rejected if $p > 0.05$. The results of hypothesis testing along with the coefficients are explained in the table below.

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
F1 <- X3	0.875	0.876	0.038	22,755	0.000
F2 <- X3	0898	0.895	0.033	27,276	0.000
K1 <- Y	0.806	0.742	0.305	2,644	0.008
K3 <- Y	0.701	0.621	0.334	2,100	0.036
Kep1 <- Z	0869	0867	0.037	23,388	0.000
Kep2 <- Z	0.907	0.905	0.020	44,323	0.000

<i>Kep3 <- Z</i>	0.785	0.777	0.060	12,969	0.000
<i>P1 <- X1</i>	0.763	0.688	0.272	2,808	0.005
<i>P2 <- X1</i>	0.915	0.829	0.265	3,458	0.001
<i>P3 <- X1</i>	0.829	0.751	0.261	3,179	0.002
<i>R1 <- X2</i>	0.676	0.567	0.402	1,681	0.093
<i>R2 <- X2</i>	0.558	0.480	0.401	1,391	0.165
<i>R3 <- X2</i>	0.977	0.809	0.328	2,979	0.003

	<i>Original Sample (O)</i>	<i>Sample Means (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>X1 -> Y</i>	0.02	0.041	0.152	0.134	0.893
<i>X1 -> Z</i>	0.026	0.048	0.093	0.28	0.779
<i>X2 -> Y</i>	0.346	0.326	0.172	2.007	0.045
<i>X2 -> Z</i>	0.365	0.33	0.159	2.3	0.022
<i>X3 -> Y</i>	0.542	0.492	0.201	2.699	0.007
<i>X3 -> Z</i>	0.669	0.651	0.093	7.175	0.000
<i>Z -> Y</i>	-0.137	-0.105	0.165	0.829	0.407

Based on table 4 states that:

1. Hypothesis 1: Education has no significant effect on job satisfaction
2. Hypothesis 2: Recruitment has a significant effect on job satisfaction
3. Hypothesis 3: Work facilities have a significant effect on job satisfaction
4. Hypothesis 4: Education has no significant effect on employee performance
5. Hypothesis 5: Recruitment has a significant effect on employee performance
6. Hypothesis 6: Work facilities have a significant effect on employee performance
7. Hypothesis 7: Education has a significant effect on performance through job satisfaction
8. Hypothesis 8: Recruitment has a significant effect on performance through job satisfaction
9. Hypothesis 9: Work facilities have a significant effect on performance through job satisfaction
10. Hypothesis 10: Job satisfaction has no significant effect on employee performance.

Discussion

Education Has No Significant Effect on Job Satisfaction.

Based on the results above, it is revealed that the P value of the education variable (X1) has a value of 0.893. This indicates that H1 is rejected because the p-value > 0.05 so education has no significant effect on job satisfaction. This is not the same as research that has been conducted by Pakpahan et al., (2017) which states that education and training will improve employee performance. This is also not in line with the research conducted by Nargis et al., (2018) which states that there is an influence of education and training variables on job satisfaction with respective values of 1.023 and 0.033. As stated by Mangkunegara in (Pribadi, Hamid, and Mukzam n.d.), performance satisfaction is influenced by two factors, namely, ability and motivation. Attitude is very closely related to work ability. This is evidenced by the variable work ability which consists of three indicators namely, knowledge, skills, and attitudes.

This indirectly proves that the attitude of an employee greatly influences the motivation of the employee itself.

Recruitment Has a Significant Influence on Job Satisfaction.

Based on the results above, it is revealed that the P value of the education variable (X2) has a value of 0.000. This indicates that H2 is accepted because the p-value < 0.05 so recruitment has a significant effect on job satisfaction. Therefore, it can be concluded that H2 is accepted. This is in line with research conducted by (Gunawan et al. 2022) which states that recruitment has a significant effect on employee performance. Previous research conducted by (Setiadi et al. 2022) stated that the recruitment carried out by PT. Tischlerzentrum Bandung received a positive response. Recruitment which has an important role in carrying out the organizational structure in a company can help improve employee performance by 81.70% of employees stated the recruitment as 'very well'.

Work Facilities Have a Significant Influence on Job Satisfaction.

Based on the above results, it is revealed that the P value of the recruitment variable has a value of 0.007. This indicates that H3 is accepted. According to research (Ayu and Pidada 2021), the t-test that the effect of work facilities on job satisfaction is obtained by looking at the t-count $>$ t-table ($3.190 > 1.706$) and a significance value of $0.004 < 0.05$ with a regression coefficient value of 0.302. It can be said that work facilities have a positive value, meaning acceptance of H1. The results of the study can be concluded to be similar to research where the work facility variable has a positive effect on job satisfaction at the Karma Royal Jimbaran Hotel. This research is also in line with research conducted by Angin (2020) which states that the work facility variable has a positive effect on employee job satisfaction.

The Influence of Education on Employee Performance.

Based on the results above, it is revealed that the P value of the education variable has a value of 0.779. This indicates that H4 is rejected because the p-value > 0.05 so Education has no significant effect on job satisfaction. This is inversely proportional to research by Gunawan et al., (2022) which reveals that the education regression coefficient (X1) with a positive sign indicates that the variable education has a positive effect on employee performance. as well as research conducted by (Ulandari 2021). The test results show the effect of education and training on the performance of principals with a coefficient of 43.7%. the same is the case with the research that has been conducted by et.al (Wirotomo 2017 and Laurencia S.K et.al 2013) which shows the results that partial training had a positive and significant impact on employee performance means that a better level of employee education, the more influential it will be in improving employee performance. But research conducted by (Mandang, Lumanauw, and Walangitan 2017) is in line with research that has been conducted by researchers and has the conclusion that education has no significant effect on employee performance. This means that any increase in employee performance is not influenced by the level of education of an employee. This is because the education level of an employee does not guarantee his performance. Employees with varying levels of education will still do their job to the fullest so that their performance will increase or be maintained.

The Effect of Recruitment on Employee Performance.

Based on the above results it is revealed that the P value of the recruitment variable has a value of 0.007. This indicates that H5 is accepted. This research is supported by research conducted by Lestari et al., (2020) which revealed that based on calculations, the correlation between recruitment and morale (Y) was 0.773 with a strong correlation or relationship which was found at the interval level (0.60 - 0.799). Based on the calculation of the coefficient of determination, it is known that recruitment (X2) affects morale (Y) only by 59.7% while the remaining 40.3% is influenced by other variables. The regression between recruitment and morale is $7.020 + 1.447 X_1$, if recruitment increases or decreases by one percent, morale will increase or decrease by 1.447. Based on the results of the t-count hypothesis, it is obtained at 5,840 compared to the t-table of 2,074. Thus H0 is rejected because t-count < t-table ($5.840 > 2,074$).

Effect of Facilities on Employee Performance.

Based on the above results it is revealed that the P value of the recruitment variable has a value of 0.007. This indicates that H9 is accepted. This research is supported by (Jufrizen and Hadi 2021) which reveals that there is a positive and significant influence between work facilities on employee performance at PT Perkebunan Nusantara III (Persero) Medan. This finding means that a positive value indicates that if work facilities are adequate, employee performance will also increase. This significant value means that work facilities affect employee performance as one of the supporting factors for employee work.

Effect of Job Satisfaction (Z) on Employee Performance (Y).

Based on the above results it is revealed that the p-value is 0.407. This indicates that the hypothesis is rejected because the p-value > 0.05 so job satisfaction has no significant effect on employee performance. The same is true for research conducted by (Meirina 2016) where job satisfaction variables did not affect the employee performance variable. This research is not the same as the research conducted by Egenius et al., (2020) where job satisfaction has a significant impact on employee performance. Job satisfaction has a significant effect on loyalty. In addition, loyalty has a significant effect on employee performance. Thus, job satisfaction has a significant effect on employee performance through loyalty. Loyalty moderates job satisfaction on employee performance. The job Satisfaction variable which has a regression coefficient value of 0.364 is known through research conducted by (I Gede Putu Kawiana 2020) Moreover, this research found that job satisfaction played an essential role in mediating between transformational leadership on employee performance. The results of the analysis show that job satisfaction has a significant effect on employee performance. Research conducted by (Endrias 2014, Diastuti 2014 and Mulia 2013) shows the same result that Job satisfaction variables show a significant influence on employee performance.

CONCLUSION

Evaluating the performance of employees enables the company to assess individual and collective contributions, identify areas of strength and improvement, and make informed decisions regarding promotions, rewards, and training initiatives. By conducting performance evaluations, PT GAG Nickel can foster a culture of accountability, continuous improvement, and high performance within the organization. Based on this research results, factors that can

enhance the performance of the employees are recruitment and work facilities. A well-designed recruitment process helps attract and select candidates who possess the necessary skills, qualifications, and cultural fit for the job. Similarly, providing favorable work facilities creates a conducive environment that promotes productivity and job satisfaction.

An effective recruitment process ensures that the right individuals are hired for the job. By employing a rigorous selection procedure that includes thorough screening, interviews, and assessments, organizations can identify candidates with the right competencies and potential. When employees are well-suited to their roles, they are more likely to perform at a high level as they can leverage their skills and expertise to contribute effectively to the organization.

Moreover, providing excellent work facilities can have a positive impact on employee performance. Comfortable and well-equipped workspaces, ergonomic furniture, adequate lighting, and modern technology create an environment that supports productivity and well-being. When employees have access to the necessary tools, resources, and amenities, it enhances their efficiency and motivation to perform at their best. Additionally, work facilities that prioritize employee well-being, such as recreational areas, fitness facilities, or flexible working arrangements can contribute to job satisfaction and work-life balance. This, in turn, boosts morale, reduces stress levels, and increases employee engagement, resulting in improved performance and productivity.

From a managerial perspective, the findings of this research can provide valuable insights to the management of PT GAG Nickel. Understanding the impact of education, recruitment, and work facilities on employee performance and job satisfaction allows managers to make informed decisions and implement effective strategies. From a theoretical standpoint, this research contributes to the existing body of knowledge by examining the relationships between education, recruitment, work facilities, employee performance, and job satisfaction. The research can provide theoretical frameworks and models that can be applied not only in the context of PT GAG Nickel but also in other organizations and industries. The findings may support and expand existing theories on human resource management, organizational behavior, and performance-related factors.

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