**THE EFFECT OF RECRUITMENT, EDUCATION AND WORK FACILITIES ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AS INTERVENING VARIABLES**

**AT PT GAG NIKEL**

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**Objectives**: This study aimed to determine the effect of recruitment, education, and facilities on performance and job satisfaction as an intervening variable at PT. Gag Nikel.

**Methodology**: The method used in this research was descriptive quantitative method. Meanwhile, the sample used in this research was a saturated sample, namely all 68 employees of PT Gag Nikel.

**Findings**: The results obtained from the t-test in this research were: (1) Education has a significant effect on job satisfaction by 55.5%; (2) Recruitment has a significant effect on job satisfaction by 86%; (3) Work facilities have a significant effect on job satisfaction by 66.4%; (4) Education has a significant effect on employee performance by 52.5%; (5) Recruitment has a significant effect on employee performance by 26.7%; (6) Work facilities have a significant effect on employee performance by 44%; (7) Education has a significant effect on performance through job satisfaction of 21.7%; (8) Recruitment has no significant effect on performance through job satisfaction; (9) Work facilities have a significant effect on performance through job satisfaction of 20.1%; and (10) Job satisfaction has a significant effect on the performance of 59.2%.

**Conclusions:** The conclusions obtained from the results and discussion above are (1) Education has a significant effect on job satisfaction, (2) Recruitment has a significant effect on job satisfaction, (3) Work facilities have a significant effect on job satisfaction, (4) Education has a significant effect on employee performance, (5) Recruitment has a significant effect on employee performance, (6) Work facilities have a significant effect on employee performance, (7) Education has a significant effect on performance through job satisfaction, (8) Recruitment has no significant effect on performance through job satisfaction, (9) Facilities work has a significant effect on performance through job satisfaction and (10) job satisfaction has a significant effect on performance. Employee performance is very important to develop a company. Therefore, employee performance must always be considered.

**Keywords**: Education, Recruitment, Facilities, Employee Satisfaction, Employee Performance

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**INTRODUCTION**

In the era of globalization, companies must have competitive strategies, among others, by managing human resources efficiently (Juaini & Rapii, 2017). However, this cannot be reachd if the availability of human resources in the company is not adequate (Kusuma et al., 2019). Human resources are the main capital and driving force for the company in achieving its goals (Nurlaela & Trianasari, 2021). According to Susiawan & Muhid, (2015), human resources are the main aspect in the company because it is the main factor that moves, guides, and sustains the company to meet the demands of different societies and times. No matter how sophisticated the technology, without human resources capable of handling it, the technology will not mean anything. This proves that the reachment of company goals is highly dependent on the employees who drive it.

Job satisfaction is a condition in which a person perceives various aspects of their work goodly or negatively (Sujati, 2018). Job satisfaction is an act that is enjoyed at work, receiving praise for commitment, treatment, and a pleasant work environment (Betty Leindarita, et al 2022). Creating employee job satisfaction in ancompany or company is very key. If employees are not satisfied with their workers, bad attitudes will appear in the scope of their work such as lack of interest in their work, looking for other jobs, and declining employee performance and other complaints(Kathure, 2018).

Doddy in Muhammad & Millah (2019)definejobsatisfaction is a favorable or unfavorable emotional situation. Maximum employee performance is needed to reach company goals (Waffa Mutia Mutafannin, 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 Nikel are not supportive, such as computer units that are still lacking, inadequate places of worship, no canteen facilities, and inadequate parking spaces.

Recruitment and selection is the main process to get employees who fit the requirements. In the implementation of recruitment there is a rather complicated process so that it is difficult to find the right candidate. Recruiting employees is certainly not an easy task for a company, many phenomena such as lack of follow-up occur, 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 Nikel is looking for criteria such as having quick-response skills in carrying out assigned tasks, such as collecting work reports. Therefore, it can be seen that the recruitment process in this company is complicated. In line with the selection process at PT Gag Nikel, there are policies and attitudes from management that become the benchmark for filling positions according to their educational background.

Mangkunegara in Munawar, (2019) performance is related to the quality of employee work and the number of tasks performed by employees. The better and the quality of the employee's work is given and the more the work is completed, the employee is said to be performing well (Dirgahayu Erri et al, 2021). Performance is a real behavior inherent in every employee, while discipline is ankey factor that determines whether an employee performs well or poorly. Undisciplined employees find it very difficult to perform well. Darodjat (2015) showed that recruitment is an attempt to fill a vacant position or vacancy in ancompany or company.

Good facilities can support employee performance. In addition to work facilities, the work environment is an aspect that can also improve employee performance. The work environment is all conditions that arise in connection with work relations, both with superiors and with colleagues or relations with subordinates(Putri, 2022). A comfortable and harmonious working environment will provide peace and closeness or intimacy between co-workers. A company must be able to regulate conditions among employees within the company in order to create a family atmosphere in order to reachthe goals.

Job satisfaction is one of the main aspects to reach optimal work results. Job satisfaction is an employee who will feel satisfied with the job and see work as something that is fun and tends to have good performance (Anggara & Yadnyana, 2019). Job satisfaction is a personal thing. The higher the position in their job, the higher their job satisfaction. So, satisfaction is an assessment that describes feelings of satisfaction or dissatisfaction with one's work. To create a workforce or employee who excels and is skilled, it is necessary to have an element of inner and outer satisfaction in the employees themself (Ghozali, 2017).

**THEORITICAL REVIEW**

**Education.** Feni argues in Kosilah&Septian (2020) that education is adult guidance or support for child development. This is done to reach maturity so that children can fulfill their own life tasks without the help of others (Ainun, 2020). With reference to Law Number 20 concerning the National Education System Chapter 1 General Provisions Article 1 Number 8, the level of education is determined according to the level of student development, goals to be reachd, and skills developed. The level of formal education in Indonesia are elementaryschool, secondary school, and higher education.

**Recruitments.**According to Mathis and Jackson in Hermaddin (2017), recruitment is the process of generating a set of qualified applicants for companyal work. Another definition is that recruitment is an attempt to find and attract workers who apply for vacancies in a company (Hasibuan in Hermaddin, 2017). Recruitment is a continuation of the first function of human resource management, namely job analysis. The results showed that there are job descriptions and qualifications that explain the requirements that must be met by prospective workers to be able to fill a job (Yamin in Simbolon, 2018). Rivai in Hermaddin (2017) explains that recruitment is a series of activities that begin when a company needs workers and opens job vacancies to find the desired candidate or to meet qualifications according to the existing position or vacancy. Recruitment is key for companies because with so many applicants, the company's ability to get the best employees is wide open because the company will have many of the best choices among the existing applicants.

**Work Facilities.** According to Moenir (2011), facilities are physical infrastructure in the form of equipment and supplies used to support activities in order to facilitate the reachment of the objectives of the activities carried out. Husnan in Pangarso (2016) also defines Work facilities as business services provided to employees to support employee performance needs in order to increase employee satisfaction and work productivity. Meanwhile, Ovidiu (2018) suggests that work facilities are tools prepared by the company to develop employee work.Work facilities support the completion of employees' work and facilitate their performance. The existence of Work facilities will make employees more productive or perform better. According to the description above, it can be concluded that Work facilities are work support facilities for employees to complete the work given, Work facilitieswould have a good impact on the work process of a company if the facilities provided are adequate.

**Employee Performance.** The development and progress of ancompany cannot be denied when Quality Factor Performance Management acts as a driving force that can accelerate in that direction.Performance is the result of work and behavior reachd in fulfilling employee duties (Kasmir, 2016). Basically, performance is the work of employees. Employee performancesare the overall success of employees in finishing tasks with various opportunities such as work criteria and previously agreed goals or targets.

Fasilitaskaryawan (X3)

**Job Satisfaction.** Job satisfaction is described as positive feelings at work resulting from the evaluation of individual job characteristics. Sutrisno (2017) suggests that someone who has a high level of job satisfaction shows a positive attitude towards their work. Robbins in Barus (2019) explains that job satisfaction is a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they think they should receive. Handoko in Barus (2019) found that job satisfaction is a comfortable or uncomfortable condition for employees when doing their jobs. Job satisfaction reflects how employees feel about their work. This is reflected in the positive attitude of employees towards work and everything that must be managed in the work environment.

**Hypothesis**

H1: Education has a significant impact on job satisfaction

H2: Recruitment has a significant impact on job satisfaction

H3: Work facilities have a significant impact on job satisfaction

H4: Education has a significant impact on employee performance

H5: Recruitment has a significant impact on employee performance

H6: Work facilities have a significant impact on employee performance

H7: Education has a significant impact on performance through job satisfaction

H8: Recruitment has a significant impact on performance through job satisfaction

H9: Work facilities have a significant impact on performance through job satisfaction

H10: Job satisfaction has a significant impact on performance

**Theoretical Framework**

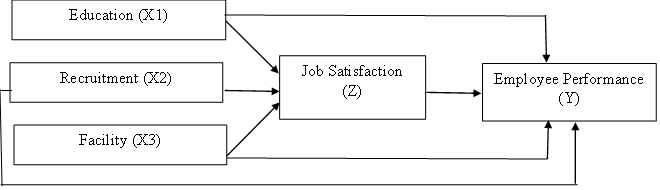


Figure 1. Theoretical Framework

**METHOD**

**Research Design.** This study used descriptive quantitative method. The descriptive method uses a certain way of collecting, processing and analyzing the data presented and measuring it on a numerical scale or in the form of numbers using statistical techniques (Sugiyono, 2017).

**Population and Sample.** The population is the employees of PT Gag Nickel. The sample used is saturated sample, namely all employees of PT Gag Nickel, totaling 68 people. The sampling technique in this study was using purposive sampling. The following is an example of the inclusion criteria used:

* + - 1. Employees who are willing to be respondents for this research.
      2. Employees who have worked for at least 3 years.

**Data Collection Techniques and Instrument Development.** This research used questionnaire. To measure respondents' responses, a Likert scale with a five-point scale was used.

**Data Analysis Techniques.** This research uses path analysis. It aims to test the impact of the intervening variable. However, the path analysis actually cannot determine the causal relation and cannot be used as a substitute to observe the causal relation between variables.

**RESULTS AND DISCUSSION**

**Results**

**Characteristics of Respondents**

These are the results of the characteristics of the respondents:

**Table 1. Characteristics of Respondents**

|  |  |  |
| --- | --- | --- |
| **Characteristic** | **Frequency** | **Percentage** |
| **Length of Work** |  |  |
| 1-2 years | 1 | 1.5% |
| 2-3 years | 11 | 16.2% |
| 3-4 years | 37 | 54.4% |
| > 5 years | 19 | 27.9% |
| Total  **Level of education** | 68 | 100% |
| High School | 22 | 32.4% |
| Bachelor | 46 | 67.6% |

Total 68 100%

Source: Results of data processing, 2022

The results of the calculation of the percentage of respondent data, so from these results it can be concluded that the data from the majority of respondents have a work period of 3-4 years (54.4%) and the lowest is having a work period of 1-2 years, namely 1 respondent (1.5%). Then, the second characteristic is related to the level of education.

The results of the calculation of the percentage of respondent data, from these resultsthe data from the majority of respondents have an undergraduate education level of 46 (67.6%) and the lowest is included in the high school category, which is 22 respondents (32.4%). Then the second characteristic is related to the level of education.

**Validity and Reliability Test.**

**Table 2. Value of Loading Factor**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Variable** |  | **Indicator** | | ***Loading Factor*** | **Description** |
| Education (X1) |  | X1.1 | | 0,929 | Valid |
|  |  | X1.2 | | 0,895 | Valid |
|  |  | X1.3 | | 0,898 | Valid |
| Recruitment (X2) | X2.1 | | 0,814 | | Valid |
|  | X2.2 | | 0,723 | | Valid |
|  | X2.3 | | 0,921 | | Valid |
| Work Facility (X3) | X3.1 | | 0,960 | | Valid |
|  | X3.2 | | 0,963 | | Valid |
| Job Satisfaction (Z) | X4.1 | | 0,919 | | Valid |
|  | X4.2 | | 0,910 | | Valid |
|  | X4.3 | | 0,810 | | Valid |
| Performance Employee(Y) | Y1 | | 0,537 | | Valid |
|  | Y2 | | 0,463 | | Valid |
|  | Y3 | | 0,537 | | Valid |
|  | Y4 | | 0,280 | | Valid |

Source: Results of Data Processing, 2022

The value of the loading factor of the question about the service quality variable is valid, because r-count > r-table. This means that questions about employee education can be used. The following are the results of the validity test of the variables of education (X1), recruitment (X2), work facilities (X3), job satisfaction (Z) and employee performance (Z).

**Table 3. Reliability Test**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **ralpha** | **Nunnally Value** | **Description** |
| Employee Education (X1) | 0,877 | 0,6 | Reliable |
| Employee Recruitment (X2) | 0,754 | 0,6 | Reliable |
| Work Facilities (X3) | 0,918 | 0,6 | Reliable |
| Employee Satisfaction (Z) | 0,849 | 0,6 | Reliable |
| Employee Performance (Y) | 0,661 | 0,6 | Reliable |

Source: Results of Data Processing, 2022

The variables of employee education (X1), employee recruitment (X2), work facilities (X3), employee satisfaction (Z) and employee performance (Y) have cronbach alpha values > Nunnally value 0.6. The conclusion from the reliability test results above are all reliable variables and can be used to process further data.

The results of the hypothesis test along with the coefficients are described in table 4. According to the t-count value both above and below the t-table value, namely 1.99834 in table 4, the following results are concluded:

**Table 4. Hypothesis Test**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Independent Variable** | **Dependent variable** | **Path Coefficient** | **t- count** | **Description** |
| Education (X1) | Job Satisfaction (Z) | 0.555 | 5.186 | Significant |
| Recruitment (X2) | Job Satisfaction (Z) | 0.860 | 7.733 | Significant |
| Work Facilities (X3) | Job Satisfaction (Z) | 0.664 | 6.552 | Significant |
| Education (X1) | Employee Performance (Y) | 0.525 | 5.008 | Significant |
| Recruitment (X2) | Employee Performance (Y) | 0.267 | 2.249 | Significant |
| Work Facilities (X3) | Employee Performance (Y) | 0.440 | 3.977 | Significant |
| Job Satisfaction (Z) | Employee Performance (Y) | 0.201 | 2.086 | Significant |
| Education (X1)- Job Satisfaction (Z) | Employee Performance (Y) | 0.217 | 2.207 | Full Mediation |
| Recruitment (X2)- Job Satisfaction (Z) | Employee Performance (Y) | 0.001 | 0.007 | Not mediating |
| Work Facilities (X3)- Job Satisfaction (Z) | Employee Performance (Y) | 0.592 | 6.663 | Full Mediation |

Source: Results of Data Processing, 2022

**Discussion**

**Education Has a Significant Impact on Job Satisfaction.** The regression coefficient value of the education variable (X1) which has a value of 0.555 means that every 1% of education results in or has an impact on employee performance, which is 55.5%. Meanwhile, the value of t-count has met the standard that exceeds the t-table with a value of 5.186 > 1.99834 (H1 is accepted). According to Sulaiman et al. (2021), education is the key asset for a person. A person with a high education has good job opportunities. They also tend to have higher work demands. Currently there are gender-specific boundary conditions and entrepreneurship, namely being a woman, increasing, entrepreneurship weakens the negative relation between education and job satisfaction. This experience may stem from messages of empowerment implying that women are responsible for eliminating gender inequality in the workplace (Kim et al., 2018).

**Recruitment Has Significant Impact on Job Satisfaction.** According to the results above, it is revealed that the regression coefficient value of the recruitment variable (X2) which has a value of 0.860 means that every 1% of recruitment results in or is related to employee performance, which is 86.0%. From the test results above, the t-count value has met the standard that exceeds the t-table with a value of 7.733> 1.99834. From this it can be concluded that H2 is accepted. Recruitment is a process of attracting and looking for potential job applicants in the quality and quantity needed and appropriate to fill existing positions and meet the needs and goals of the company (Rasouli et al., 2013). Recruitment is one of the efforts to get the most efficient human resources. Research by Jha & Bhattacharyya (2012) discusses the relation between the recruitment process and job dissatisfaction and job satisfaction. Job dissatisfaction and job satisfaction are key elements of the company. Job satisfaction leads to employee performance. A rigorous recruitment process can help increase employee job satisfaction because everyone has a good recruitment experience.

**Work Facilities Have a Significant Impact on Job Satisfaction.** According to the results above, the regression coefficient value of the setup variable (X3) has a value of 0.664. This result means that every 1% of facilities have a staff performance of 66.4%. From the test results above, that the t-count exceeds the standard exceeds the t-table with a value of 6.552 > 1.99834. From this, H3 is accepted. In accordance with Pidada&Rikaandriani (2021) on the t-test that the impact of work facilities on job satisfaction is obtained by considering t-count > t-table (3.190 > 1.706) and a significance value of 0.004 <0.05, the regression coefficient of 0.302. This research is also in line with Angin (2020) which found that work facilities have a goodimpact on employee job satisfaction.

**The Impact of Education on Employee Performance .** According to these results, it can be interpreted that the regression coefficient value of the education variable is 0.525. Every 1% addition of segment impression value, then the value of participation increases by 52.5% and the regression coefficient is good. Meanwhile, the t-count value has met the standard that exceeds the t-table with a value of 5.008 > 1.99834. So, it can be stated that the X1 variable with Y variable has a goodimpact or it can be concluded that H4 is accepted. Gunawan (2021) shows that the educational regression coefficient (X1) with a good sign indicates that the education variable has a goodimpact on employee performance. This means that the better the education level of the employee, the more the employee's performance will improve. The basic concept of education as an activity means an effort that is consciously aimed at helping a person to develop knowledge, outlook on life and life skills both individually and socially.According to Riyanto and Laurencia (2013) there is a good and significant impact of education variables on employee performance at PT. Global Quality Information, which means that by increasing education, employee performance will increase. A proper education has a good impact on employees because they work in accordance with their field of science or education. That is, if an employee's job is in accordance with his education, he will more easily develop his skills and work according to his abilities. This is in accordance with research by Sunaryo (2016), education has a goodimpact on employee performance.

**Impact of Recruitment on Employee Performance .** According to the results above, it is revealed that the regression coefficient value of the recruitment variable which has a value of 0.267 means that every 1% of employee recruitment results in employee performance, which is 26.7%. Meanwhile, the t-count value has met the standard that exceeds the t-table with a value of 2.2249 > 1.99834. Therefore, H5 is accepted.This research is supported by Lestari et al. (2020) who found that according to the calculation of the coefficient of determination, attitude (X2) was known to affect work morale (Y) only 59.7%, while the remaining 40.3% was impactd by other variables. According to the results of the hypothesis obtained tcount of 5.840 compared to ttable of 2.074. The company's recruitment plan and its impactiveness play ankey role in strategic decision making because it is the company's main investment (Sangeetha, K., 2010). Recruitment, according to Noe et al (2010), is ancompanyal activity intended to identify and find new employees who meet company requirements. This process is designed to encourage recruiters to apply and then be selected according to the specific needs of the company. An impactive recruitment process gives companies a competitive advantage in the market, greater returns, and economies of scale (Palaniappam, 2017). This process will also help to reach company goals such as stability of human resources, providing sufficient number of applicants with better qualifications for vacancies and increasing recruitment impactiveness (Azzam and Jaradat, 2014).

**The Impact of Facilities on Employee Performance .** According to the results, the regression coefficient value of the facility variable (X3) which has a value of 0.440 means that every 1% of the facility results in an employee performance of 44.0%. From the analysis, the t-count value has met the standard that exceeds the t-table with a value of 3.977 > 1.99834. Therefore, H6 is accepted.According to Siagian (2017), the importance of adequate work facilities and infrastructure needs attention. Dedication, work ability, skills and a great intention to realize high Employee Performance will not be of great benefit without the necessary facilities and infrastructure. In order for the company to run smoothly, the minimum requirements for work facilities and infrastructure must be met. Work facilities are everything that is around employees and can affect them in carrying out their assigned tasks.

**Impact of Job Satisfaction (Z) on Employee Performance (Y).** According toanalysis above, the regression coefficient value of job satisfaction (Z) has a value of 0.201. This means that every 1% job satisfaction has an impact of 20.1% on employee performance. From this, H7 is accepted. This study is consistent with Egenius et al. (2020) show that job satisfaction has a significant impact on employee performance.According to Madiistriyatno (2015), job satisfaction is enjoying one's work through achieving goals, placement, caring, and a good work environment. Employment takes precedence overpaying additional costs to fulfill its obligations to employees who wish to experience job satisfaction in the position. Employees are happier when they have challenging jobs with opportunities for advancement, rewards, and promotions.

**The Impact of Education on Employee Performance Through Job Satisfaction.** Education has an impact on employee performance through job satisfaction. The indirect impact is 0.112, so the total impact is 0.217 + 0.112 = 0.329. According to the results above, the value of t arithmetic has a value greater than t table with a value of 2.207 > 1.99834. Therefore, hypothesis 8 is accepted.This research is supported by Prastyawan (2019) which shows that the work output is worth 3.98. Thisexplained that education and Employee Performance had a significant impact on job satisfaction I. Kadek et al. (2020) showed the right education will have a goodresult on employees because they work in harmony with their scientific or educational fields. This can mean that employees who work according to their training can more easily work and develop their skills.

**The Impact of Facilities on Employee Performance Through Job Satisfaction.** From the results above, H10 is accepted. This shows that the facility has an impact on employee performance through job satisfaction of 0.592. The indirect impact is 0.133, so the total impact is 0.592 + 0.133 = 0.725. Thus, the direct impact of facilities on employee performance is greater than the indirect impact of facilities on employee performance through job satisfaction.According toBary in Dewi (2021) work facilities are a way given by the company to help the company run when achieving the goals set by those in control. Meanwhile, according toTjiptono in Dewi (2021), work offices are actual assets that should exist before assistance is offered to customers. Work facilities are very key for companies, because they are able to uphold representative implementation, for example in completing work to pursue targets. Work facilities are supporting variables to expedite the business carried out, with the aim that the work can be completed according to the objectives. In every company to reach a goal, a supporting facility is needed that is used all the time or movement within the company or company.

**CONCLUSION**

The conclusions from the results and discussion above are (1) education has a significant impact on job satisfaction, (2) recruitment has a significant impact on job satisfaction, (3) work institutions have a significant impact on job satisfaction, (4) education has a significant impact on employee performance. , (5) recruitment has a significant impact on employee performance, (6) work institutions have a significant impact on employee performance, (7) education has a significant impact on performance through job satisfaction, (8) recruitment has no significant impact on employee performance, (9) work institutions have a significant impact on performance through job satisfaction, and (10) job satisfaction has a significant impact on performance. Thus, employee performance must always be considered.

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