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The Influence of Recruitment and Training on Employee Performance through Job Satisfaction as an Intervening Variable at PT. XYZ in Riau

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Abstract: This research is entitled "The Influence of Recruitment and Training on Employee Performance Through Job Satisfaction as an Intervening Variable at PT. The purpose of this research is to determine the mediating effect of job satisfaction in the relationship between recruitment and training on employee performance. This research uses a quantitative method and employs a questionnaire for data collection. This research uses a population of 200 employees. The sampling technique in this study employs a census method which is the sample collected on operational, funding, marketing and landing departments, with a sample size of 196 employees. This research uses path analysis, multiple linear regression analysis methods, t-tests. The research results show that recruitment has a positive and significant effect on employee performance, training has a positive and significant effect on employee performance, recruitment has a positive and significant effect on job satisfaction, training has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, job satisfaction can mediate the relationship between recruitment and employee performance, and job satisfaction can mediate the relationship between training and employee performance.

Keywords: Employee Performance, Job Satisfaction, Recruitment, Training.

INTRODUCTION

Performance affects the performance of the company. According to Mathis & Jackson (2006) performance can contribute to the organization. According to Hasibuan (2009) performance is defined as the results of work that has been done by someone in carrying out their duties based on intelligence, effort, and opportunities that they do. In addition, according to Robbins (2012) performance is defined as the results of work achieved by an individual or group in an organization related to the tasks given. From several definitions of performance above, it can be concluded that performance is a fairness of individuals or groups so that they can work on and complete their tasks according to the responsibilities given.

Recruitment affects employee performance in a company. According to Simamora (2016) recruitment is the process of attracting and searching for prospective workers who have the abilities and skills needed by the organization to fill vacant positions. According to Jackson (2001) recruitment is defined as the process of searching for and attracting qualified candidates to fill certain positions in an organization. Meanwhile, according to Mondy (2008) recruitment is the process of searching for, finding, and attracting prospective employees who have the qualifications to fill available positions in an organization. From several definitions, it can be concluded that recruitment is the process of searching for and attracting candidates to fill a position in an organization.

Training affects employee performance in a company. According to Mathis & Jackson (2002) training is a process for someone to have the ability to help achieve organizational goals. According to Snell & Bohlander (2010) training includes all efforts made by the company to facilitate the learning process for its employees. In addition, according to Noe (2009) training is an effort planned by the company to facilitate employee learning about job-related competencies. It can be concluded that training is an important element in a company to improve the skills and knowledge of its employees so that employees can do their jobs effectively and efficiently in achieving goals.

Job satisfaction affects employee performance. According to Luthans (2011), job satisfaction is a positive or pleasant emotional state resulting from a person's assessment of their work or work experience. Meanwhile, according to Hasibuan (2009), job satisfaction is defined as an emotional attitude that is pleasant and loves work. Work requires interaction with coworkers, superiors, work standards, organizational regulations and policies, working conditions and others. In addition, according to Robbins (2010) job satisfaction is defined as a general attitude held by an individual towards their work. From the several definitions above, it can be concluded that job satisfaction is the achievement of results that are well received when someone successfully completes their work.

Recruitment affects employee performance. There are 10 previous studies conducted by Boihaki & Musliadi (2021), Efendi & Winenriandhika (2021), Lina (2020), Amalia *et al.* (2024), Aldhuhoori *et al.* (2022), Bakhashwain & Javed (2021), Ismail *et et al.* (2022), Girsang *et al.* (2023) Sunatar (2023) who explained that recruitment has a positive and significant effect on employee performance. Different from the research conducted by Widya (2021) which stated that recruitment has a negative effect on employee performance. From previous studies it can be concluded that recruitment has a positive and negative effect on employee performance. This study aims to prove whether recruitment has a positive effect on employee performance.

Training affects employee performance. There are 7 previous studies conducted by Efendi & Winenriandhika (2021), Kuruppu *et al.* (2021), Putri & Astuti (2022), Bhatti *et al.* (2022), Yimam (2022), Wolor *et (2022*), Abdullahi *et al.* (2022) who explained that training has a positive and significant effect on employee performance. Different from the research conducted by Vlas *et et al.* (2022), Puspitasari *et al. al.* (2022), Giday & Elantheraiyan (2023) who stated that training has a negative effect on employee performance. From previous studies, it can be concluded that training has a positive and negative effect on employee performance. This study aims to prove whether training has a positive effect on employee performance.

Recruitment has an influence on employee satisfaction. There are 5 previous studies conducted by Sitompul *et et al.* (2021), Vileonzia & Fung (2022), Kuncoro *et et al.* (2024), Dandu *et al.* (2019), Sunantar (2023) who explained that recruitment has a positive and significant effect on employee satisfaction. Different from the research conducted by Kayley *et al.* (2023) which states that recruitment has a negative effect on employee satisfaction. From previous studies it can be concluded that recruitment has a positive and negative effect on employee satisfaction. This study aims to prove whether recruitment has a positive effect on employee satisfaction.

Training has an influence on employee satisfaction. There are 6 previous studies conducted by Resnandita *et al.* (2020), Efendi & Winenriandhika (2021), Archia & Rozak (2022), Mulyadi *et et al.* (2020), Cik *et et al.* (2021), Aini *et al.* (2022) which explains that training has a positive and significant effect on employee satisfaction. From previous studies it can be concluded that training has a positive effect on employee satisfaction. This study aims to prove whether training has a positive effect on employee satisfaction.

Job satisfaction affects employee performance. There are 5 previous studies conducted by Marbun & Jufrizen (2022), Idris *et al.* (2022), January *et al.* (2022), Ngwenya & Pelser (2020), Memon *et al.* (2023) who explained that job satisfaction has a positive and significant effect on employee performance. Different from the research conducted by Aini *et al.* (2022) and Siagian *et al.* (2022) which states that job satisfaction has a negative effect on employee performance. From previous studies it can be concluded that job satisfaction has a positive and negative effect on employee performance. This study aims to prove whether job satisfaction has a positive effect on employee performance.

Recruitment has an influence on employee performance through job satisfaction. There are 4 previous studies conducted by Ma'ruf (2018), Setiadi *et al.* (2022), Efendi & Winenriandhika (2021), Sunatar (2023) who explained that recruitment has a positive and significant effect on employee performance through job satisfaction. Different from the research conducted by Dandu *et al.* (2019) which states that recruitment has a positive but insignificant effect on employee performance through job satisfaction. From previous studies it can be concluded that recruitment has a positive and significant and positive but insignificant effect on employee performance. This study aims to prove whether training has a positive effect on employee performance.

Training has an influence on employee performance through job satisfaction. There are 5 previous studies conducted by Nurani *et al.* (2020), Idris *et et al.* (2022), Rachmanda *et al.* (2022), Salim *et al.* (2022), Hadaitana & Iqbal (2022) who explained that training has a positive and significant effect on employee performance through job satisfaction. Different from the research conducted by Prasetya *et al.* (2020) which states that training has a negative effect on employee performance through job satisfaction. From previous studies it can be concluded that training has a positive and negative effect on employee performance through job satisfaction. This study aims to prove whether training has a positive effect on employee performance through job satisfaction.

METHOD

In this study, the researcher used quantitative research methods. The research will be conducted at PT. XYZ, an institution engaged in banking on Jl. Sultan No. 50, Kel. Kampung Besar Kota, Kec. Rengat, Kab. Indragiri Hulu, Riau. The population that the researcher will use as the object of research is employees at PT. XYZ totaling 200 employees. The sample in the research obtained by the researcher was 196 employees. The data collection technique used in this study was a questionnaire. The data analysis used in this study was a descriptive analysis. path, analysis multiple linear regression, t-test.

RESULTS AND DISCUSSION

This section will discuss the influence of recruitment and training on employee performance through job satisfaction as an intervening variable. at PT. XYZ. In this study, there were 200 questionnaires distributed to respondents with a total of 196 questionnaires returned. This shows a questionnaire return rate of 98 percent. This discussion includes a description of the characteristics of respondents, descriptions of research variables, regression testing and path analysis. The technique used in processing data is *software* IBM SPSS 26:
The Influence of Recruitment, Training, and Job Satisfaction on Employee Performance

The results of the regression test of recruitment, training, and job satisfaction on employee performance are presented in Table 1 to facilitate analysis and observation.

Table 1. Multiple Linear Regression Result Ii

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig .
		B	Std . Error	Beta		
1	(Constant)	1.060	0.214		4.961	0.000
	Recruitment	0.204	0.065	0.214	3.131	0.002
	Training	0.255	0.068	0.285	3.737	0.000
	Job satisfaction	0.290	0.059	0.333	4.916	0.000
a.	Dependent Variable : Employee Performance					

The results of the data test show that recruitment has a positive and significant effect on employee performance. This is evidenced by the results of the regression test in Table 1 showing a significance value of 0.002 (less than 0.05) and a positive B value of recruitment of 0.204. This shows that every one unit increase in recruitment will result in an increase in employee value of 0.204. This means that the higher the level of recruitment at PT. XYZ, the better their performance.

The results of the data test show that training has a positive and significant effect on employee performance. This is evidenced by the results of the regression test in Table 1 which shows that the significance value is 0.000 which means it is less than 0.05 and the positive B coefficient value is 0.255. So it can be interpreted that if the training variable increases by 1 unit, then the training value will increase by 0.255. This means that the higher the level of training at PT. XYZ, the better their performance.

The results of the data test show that job satisfaction has a positive and significant influence on employee performance. This is evidenced by the results of the regression test in Table 1 which shows that the significance value is 0.000 which means it is smaller than 0.05 and the positive B coefficient value is 0.290. So it can be interpreted that if the job satisfaction variable increases by 1 unit, then the training value will increase by 0.290. This means that the higher the level of job satisfaction at PT. XYZ, the better their performance.
This means that the higher the level of job satisfaction at PT. XYZ, the better their performance.

The Influence of Recruitment and Training on Job Satisfaction

The results of the recruitment and training regression test on job satisfaction are presented in Table 2 to facilitate analysis and observation.

Table 2. Multiple Linear Regression Result I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig .
		B	Std . Error	Beta		
1	(Constant)	0.875	0.253		3.460	0.001
	Recruitment	0.207	0.078	0.189	2.650	0.009
	Training	0.550	0.073	0.536	7.507	0.000
a.	Dependent Variable : Job Satisfaction					

The results of the data test show that recruitment has a positive and significant effect on job satisfaction. This is evidenced by the results of the regression test in Table 2 which shows that the significance value of the recruitment variable is 0.009 or less than 0.05 and has a positive B coefficient value of 0.207 so that. So, the higher the level of recruitment felt by PT employees. XYZ will increase employee job satisfaction. And the meaning of each recruitment unit, job satisfaction will increase by 0.207.

The results of the data test show that training has a positive and significant effect on job satisfaction. This is evidenced by the results of the regression test in Table 2 that the significance value of the training variable is 0.000 and can be interpreted that the value is smaller than 0.05 and has a positive B coefficient value of 0.550, so Ho is rejected and Ha is accepted. So, if there is an increase of one unit in the training variable, it will increase 0.550 units in the job satisfaction variable. This means that the greater the training provided by the company, the job satisfaction will also increase.

The Influence of Recruitment on Employee Performance through Job Satisfaction

This study uses the Sobel test to test the effect of recruitment on employee performance through job satisfaction as an intervening variable . Therefore, it is important to know the standard error value of the indirect effect to calculate t count with the formula below :

$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sat = \sqrt{0{,}333^2 0{,}078^2 + 0{,}189^2 0{,}059^2 + 0{,}078^2 0{,}059^2}$$

$$Sat = 0.0286 \qquad (1)$$

The comparison between the calculated t value and the table t value is used to test the significance of the indirect effect. The effect is considered significant if the calculated t value is greater than the table t value . The following is the formula used to calculate the calculated t :

$$t_{count} = \frac{ab}{sab}$$

$$t_{count} = \frac{0{,}189 \times 0{,}333}{0{,}0286}$$

$$t_{count} = 2.197 \qquad (2)$$

From the calculation results above , it is known that the t-count value of 2.197 is greater than the t-table of 1.972. So it is known that the t-count value is greater than the t-table value (2.197> 1.972), then the conclusion is that Job Satisfaction significantly mediates the effect of Recruitment on Employee Performance. These results mean that Recruitment has an indirect effect on Employee Performance . The statement in the sixth hypothesis which reads, " Recruitment affects Employee Performance through Job Satisfaction " is proven.

The Influence of Training on Employee Performance through Job Satisfaction

This study uses the Sobel test to test the effect of training on employee performance through job satisfaction as an intervening variable . Therefore, it is important to know the standard error value of the indirect effect to calculate t count with the formula below :

$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sat = \sqrt{0{,}333^2 0{,}073^2 + 0{,}536^2 0{,}059^2 + 0{,}073^2 0{,}059^2}$$

$$Sat = 0.040 \qquad (3)$$

The comparison between the calculated t value and the table t value is used to test the significance of the indirect effect. The effect is considered significant if the calculated t value is greater than the table t value . The following is the formula used to calculate the calculated t :

$$t_{count} = \frac{ab}{sab}$$

$$t_{count} = \frac{0{,}536 \times 0{,}333}{0{,}040}$$

$$t_{count} = 4.448 \qquad (4)$$

From the calculation results above , it is known that the $_{calculated}$ t value of 4.448 is greater than the t $_{table}$ of 1.972. So it is known that the $_{calculated}$ t value is greater than the t $_{table\ value}$ (4.448 > 1.972), then the conclusion is that job satisfaction significantly mediates the influence of training on employee performance. These results mean that training has an indirect influence on employee performance. The statement in the seventh hypothesis which reads, "It is suspected that job satisfaction has a significant influence in mediating the relationship between training and employee performance" is proven.

CONCLUSION

Based on the results of the analysis and discussion conducted by the researcher, here are some conclusions from the results of this study: Recruitment has a positive and significant effect on employee performance. Training has a positive and significant effect on employee performance. Recruitment has a positive and significant effect on job satisfaction. Training has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction significantly mediates the relationship between recruitment and employee performance. Job satisfaction significantly mediates the relationship between training and employee performance.

Based on the data analysis and discussion in this study, the following are suggestions that are expected to be useful for the company at PT. XYZ, including: In supporting training at PT. XYZ, the researcher suggests to PT. XYZ to provide training to employees on an ongoing and more in-depth basis. PT. XYZ can conduct a more integrated evaluation so that the company gets a more comprehensive picture of employee development. In addition, regular post-training evaluations can help identify improvements in employee knowledge.

The results of the study show that the majority of employees at PT. XYZ are satisfied with their jobs. In order to improve the already good job satisfaction, the company should continue to review the factors that influence job satisfaction, such as a conducive work environment, work-life balance. This can improve communication between management and employees, and such improvement is important to ensure that their aspirations and needs are heard and met.

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