THE EFFECT OF RECRUITMENT, TRAINING AND DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. BOGA INDO SEJAHTERA ABADI (PEPPER LUNCH) MEDAN

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ABSTRACT

This research is motivated by an effort to see how employee performance greatly influences the progress of the company, good employee performance will certainly encourage the company to achieve its goals, as well as things that affect the level of employee performance itself. This study aims to determine the effect of recruitment, training and discipline on employee performance with job satisfaction as intervening variable (study at PT. Boga Indo Sejahtera Abadi Medan). The data collection method was carried out through a questionnaire using a Likert scale. Samples were taken as many as 98 people with the slovin technique. Data is processed with smartPLS, analyzed with Convergent Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), Collineariy Statistics (VIF), Path Coefficient test, Coefficient Determinantion, hypothesis testing, and direct and indirect influence tests using Structural Collinearity Equation Modelling (SEM). The results of the hypothesis test show that the recruitment variable shows that recruitment has a positive and significant effect on job satisfaction with a T statistic result value of 2.121 > 1.98, so it is said to have an effect, the p value is 0.03 <0.05 which is significant. Training has a positive and significant effect on job satisfaction with a T statistic result value of 11.394> 1.98, it is said to have an effect, the P values are 0.00 <0.05 which is significant. Discipline has a positive and significant effect on job satisfaction with a T statistic of 6.064 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05, which is significant. Recruitment has a positive and significant effect on employee performance with a T statistic result value of 2.516 > 1.98, it is said to have an effect, the P values are 0.012 <0.05, which is significant. Training has a positive and significant effect on employee performance with a T statistic result value of 10.168 > 1.98, so it is said to have an effect, the P value is 0.00 <0.05, which is significant. Discipline has a positive and significant effect on employee performance with a T statistic result value of 6.484 > 1.98, so it is said to have an effect, the P values are 0.01 <0.05 which is significant. Job satisfaction has a positive and significant effect on employee performance with a T statistic result value of 9,239 > 1.98, so it is said to have an effect, the P values are 0.03 <0.05, which is significant. Recruitment has a positive and significant effect on performance through job satisfaction with a T statistic result value of 2.175 > 1.98, it is said to have an effect, the P values are 0.03 <0.05, which is significant. Training has a positive and significant effect on performance through job satisfaction with a T statistic result value of 6.813 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. Discipline has a positive and significant effect

on performance through job satisfaction with a T statistic result value of 5.274 > 1.98, so it is said to have an effect, the P value is 0.00 <0.05 which is significant.

Keyword : *Recruitment, Training, Discipline, Job Satisfaction, Employee Performance*

1. INTRODUCTION

Employees are one of the most important aspects in running the company to achieve the company's vision, mission and goals. However, the employees who work in the restaurant service sector cannot increase their sales targets due to the Covid'19 pandemic, causing not many customers to visit the outlet, but customers can only place orders via grabfood. However, employees who carry out outlet activities cannot run according to company operational standards due to employees who often do not attend work, arrive late, employees are sick, absent from work and often do not attend training from the company. The absence of employees at work shows that the employee's performance is decreasing so that the sales target is not achieved. Company activities can run continuously so as to recruit employees who are able to work with a high level of loyalty from devoting themselves to the company. To achieve this goal, the company expects high performance from each employee in carrying out their duties and responsibilities. Whether we realize it or not, good employee performance will improve the company's performance to be achieved.

Employee performance is basically influenced by various factors and one of the influencing factors is recruitment activities, recruitment within the company also greatly influences employee performance. As one of the activities in human resource management, employee recruitment is a process to determine and attract prospective employees who are able to work in a company. Failure in recruitment activities can result in low employee performance and the company does not produce the targeted results. Therefore, companies must also be able to carry out employee recruitment activities properly and effectively so that every employee who works within the company environment can understand company goals, then employees can realize individual goals with company goals so that they can complete every job instructed according to their abilities and their respective expertise and the company will also have a work unit that is reliable and competent in achieving the company's vision and mission.

Apart from recruitment, employee training also influences employee performance. Training is a program provided by the company for employees who need it. Through training programs, companies can improve the skills possessed by employees. Meanwhile employee discipline is very influential on employee performance. With employee discipline, employees will try to do the job as much as possible. Employee discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results are obtained. In addition, with good employee discipline, a pleasant employee atmosphere will be obtained so that it will increase employee morale in carrying out work and high employee performance can be obtained.

Companies need employees to have good performance so that they can achieve company goals. Performance comes from job performance or actual performance which means work performance or actual achievement achieved by a person. The definition of performance is the result of work or work performance in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Awang. 2010).

The company PT Boga Indo Sejahtera Abadi (Pepper lunch) is a franchise company engaged in restaurant services (pepper lunch) in Medan. This company is located at JL. Teuku Daud No. 6A/10 Medan, North Sumatra. Pepper Lunch was founded in 1994 by Cheir and founder Kunio Inchinose, who were looking for service and quality fast food without the need for a chef. It uses a method in which a hot metal plate or iron hotplate made of steel is heated for cooking, heated to 500 degrees Fahrenheit or 260 degrees Celsius by an electromagnetic cooker. Pepper lunch provides and produces ready-to-eat food and drinks by the customer, with pieces of meat, vegetables or rice then placed on the plate, where the food is cooked in front of the customer and the meat can be eaten medium rare or well done, depending on the customer's preference.
The sales target of PT Boga Indo Sejahtera Abadi (Pepper lunch) is decreasing, this is due to the Covid'19 factor, causing customers to not be able to visit outlets because people who are locked down can only carry out activities inside the house so customers can only place orders via grabfood so that employees are not able to stop the decline in the achievement of sales results and increase sales.

The sales target has decreased, this is due to the covid-19 factor, causing customers to not be able to visit outlets because people who are locked down can only carry out activities at home so customers can only place orders via grabfood so that employees are unable to stop the decline in sales results and increase sales. One of the factors suspected to be the cause of the decline in employee performance at PT Boga Indo Sejahatera Abadi (Pepper Lunch). Caused by recruitment, training and discipline. In the following, a selection from the lowest will be shown, at PT Boga Indo Sejahatera Abadi (Pepper Lunch).

Table 1.1
Employee Recruitment Results Data
PT Boga Indo Sejahatera Abadi (Pepper Lunch) Medan in 2021.

No	Month	Position/ Division	Number of Applicants	Amount Received	Amount Not Received	Reason Not Accepted
1	**January**	-	**-**	-	-	-
2	**February**	-	-	-	-	-
3	**March**	Waiters Kitchen Steward	12 18 10	2 5 2	10 13 8	Do not have work experience in the restaurant sector, request to go home early because I am in college
4	**April**	Kitchen	15	2	13	Applicants do not have experience in the restaurant field, applicant data is incomplete (does not attach a diploma)
5	**May**	Asisten manager	5	1	4	Applicants have no experience, unable to communicate
6	**June**	Kasir	15	2	13	Cannot operate computer
7	**July**	-	-	-	-	-
8	**August**	-	-	-	-	-
9	**September**	-	-	-	-	-
10	**October**	-	-	-	-	-
11	**November**	Supir	10	3	7	Do not have SIM A
12	**December**	Steward Kitchen Waiters	15 10 12	3 2 4	12 8 8	Do not have experience in the kitchen
	Total		122	26	96	

Source : PT Boga Indo Sejahtera Abadi, 2021 (Manager)

Based on employee recruitment data, many employees were not accepted because they did not meet the criteria. So that many applicants have not been accepted as employees at PT Boga Indo Sejahatera Abadi (pepper lunch). Training for employees of PT Boga Indo Sejahtera Abadi is scheduled every month. This can be seen as in table 1.2.

Table 1.2
Fixed Training Schedule conducted by PT Boga Indo Sejahtera Abadi Company
(Pepper lunch) Medan in 2021

Training Program	Definition of Training Program	Training Time	Participant	Present	Description
Training Ecolab	Ecolab is a training about usability in using goods at outlets	03 s/d 04 February 2021	15 People	12 People	The training time is too long
Training Teminix	Terminix is about how do we do when we see pests in the station area	20 July 2021	12 People	10 People	Training instructors who are less proficient in delivering training materials
Training Jamsostek	Jamsostek is training regarding the benefits of using Jamsostek and its use	18 Agust 2021	20 People	15 People	Training that does not match the expectations of employees
Training Kebijakan	Halal policy is knowing whether the goods used	14 s/d 15 September	25 People	23 People	In accordance with the training program

Halal	in outlets are halal or not and what can be done and what cannot be done	2021			
Training HRD	HRD is training about the policies that exist within a company and trains us to know more about the company	01 s/d 02 October 2021	30 People	25 People	Training programs that are carried out very often so that employees are less interested in participating

Source : PT Boga Indo Sejahtera Abadi, 2021 (Manager)

From table 1.2 it can be seen that in 2021 there are still many employees who do not take part in job training programs provided by the company so that many employees do not know how to use goods, how to deal with pests in the outlet area, and many employees also do not know everything about the company according to standards company operations.

Discipline at PT Boga Indo Sejahatera Abadi (Pepper Lunch) is not effective. In terms of discipline is very important in the company. Work discipline aims to train employee discipline so that they can work optimally to increase sales and accelerate the development of the company. The large number of employees who are absent every month causes delays in company goals. This is what causes the targets set by the company not to be achieved which can be seen in Table I.4 employee absence data for PT Boga Indo Sejahatera Abadi (pepper lunch) as follows.

Table 1.4
Employee Attendance Data at PT Boga Indo Sejahatera Abadi (pepper lunch) Medan for the January to December 2021 period

Month	Number of employees	HK	Attendance Goals	Absence				Total		Realitation	
				S	I	A	C	H jlh	T jlh	H(%)	T(%)
January	130	25	3.250	12	10	55	24	3149	101	96,89	3,10
February	130	24	3.120	13	6	50	16	3030	90	97,11	2,88
March	128	26	3.328	11	8	52	24	3233	95	97,14	2,85
April	127	23	2.921	20	6	45	17	2883	88	98,69	3,1
May	129	25	3.225	8	5	51	21	3140	85	97,36	2,63
June	129	21	2.709	10	2	40	11	2646	63	97,67	2,32
July	-	-	-	-	-	-	-	-	-	-	-
Agust	-	-	-	-	-	-	-	-	-	-	-
September	129	24	3.328	12	7	59	21	3229	99	97,2	2,97
October	130	26	3.380	15	9	43	20	3293	87	97,24	2,57
November	130	25	3.250	13	2	66	13	3156	94	97,10	2,89
December	130	21	2.730	15	12	65	21	2617	113	95,86	4,58

Source : PT Boga Indo Sejahtera Abadi, 2021 (Manager)

In Table 1.3 Employee Attendance Data at PT Boga Indo Sejahatera Abadi (Pepper Lunch) Medan it can be seen that the employee attendance rate is still far from the target hours set by the company. This is evidenced by the many employees who are absent every month which causes work not to be completed according to the targets set by the company which disrupts performance.

Table 1.5
Recapitulation of Employee Satisfaction Survey Results
PT Boga Indo Sejahatera Abadi (Pepper Lunch), Medan in 2021

No	Value	Number of employees	Presentage
1	Very satisfied	14	11%
2	satisfied	29	22%
3	Neutral	59	45%
4	Not satisfied	23	18%
5	Very Dissatisfied	5	4%

Source : PT Boga Indo Sejahtera Abadi, 2021 (Manager)

From table 1.5. It can be seen that the total number of employees who stated that they were very satisfied and satisfied was 43 people or 33%, while those who stated neutral were 59 people or 45% and those who expressed dissatisfaction and very dissatisfied were 28 people or 22% of the total employees. Based on the background above, the researcher is interested in conducting research with the title: "The Influence of Recruitment, Training and Discipline on Employee Performance with Job Satisfaction as a Variable at PT Boga Indo Sejahatera Abadi (Pepper Lunch).

2. RESEARCH METHODOLOGY

PLS-SEM Quantitative Analysis

Quantitative data analysis in this study used PLS-SEM (Partial Leasts Square – Structural Equation Modeling). That is, variant-based SEM that eliminates OLS (Ordinary Leasts Squares) regression assumptions, such as the data must be normally distributed multivariately and there is no multicollinearity problem between exogenous variables or independent variables. PLS is used to test weak theories and data, such as a small sample size or data normality problems. PLS-SEM analysis consists of 2 (two) sub-models, namely the outer model (measurement model) and inner model (structural model).

3. RESULTS AND DISCUSSION
RESULTS
Coefficient of Determination / Goodness of Fit (R2) test results

Table 1.6 R-Square

Variable	R Square	R Square Adjusted
Job satisfaction	0.585	0.573
Employee performance	0.380	0.348

Source: SmartPLS 3 output, primary data processed, 2022

Based on table 1.6, the R-Square value of the job satisfaction variable (Z) is 0.585. The acquisition of this value explains that the percentage of job satisfaction variables explained by internal audit is 58.5%. So that the R-Square value is said to be in the medium category. In the employee performance variable (Y) the R-Square value is 0.380. So that the R-Square value is said to be in the medium category. The acquisition of this value explains that the percentage of employee performance variables explained by internal audit is 38%. The goodness of fit assessment is known from the QSquare value. The Q-Squre value has the same meaning as the coefficient of determination (R-Square) in the regression analysis, where the higher the Q-Square, the better or more fit the model can be with the data. The results of calculating the Q-Square value are as follows:

Q-Square = $1 – [(1 – R21) \times (1 – R22)]$

$= 1 – [(1 - 0{,}585) \times (1 - 0{,}380)]$

$= 1 – (0{,}415 \times 0{,}62)$

$= 0{,}742$

Based on the calculation results above, a Square value of 0.742 is obtained. This shows that the diversity of the research data that can be explained by the research model is 74.2%. While the remaining 25.8% is explained by other factors that are outside this research model. Thus, from these results, this research model can be stated to have good goodness of fit.

Hypothesis testing
Direct Influence Between Variables
Based on the data processing performed, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics values and P-values. The research hypothesis can be declared accepted if the P-Values <0.05. The following are the results of the direct influence hypothesis test.

Table 1.7 Resul For Inner Weights Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (|O/STDEV|)	P Values
Recruitment → Job satisfaction	0.021	0.021	0.001	2.121	0.003
Training → Job satisfaction	0.653	0.658	0.057	11.394	0.000
Discipline → Job satisfaction	0.335	0.033	0.055	6.064	0.000
Recruitment → Performance	-0.019	-0.019	0.008	2.516	0.001
Training → Performance	0.666	0.673	0.065	10.168	0.000
Discipline → Performance	-0.292	-0.299	0.045	6.484	0.001
Job satisfaction → Performance	0.634	0.633	0.069	9.239	0.003

Source: SmartPLS 3 output, primary data processed, 2022

It is said that the results of the T test have an effect if the T statistic value is > 1.98

H1: Recruitment has a positive and significant effect on job satisfaction. The results of the t statistic are 2.121 > 1.98, so it is said to have an effect, the P values are 0.03 <0.05, which are not significant. H1 is accepted Ho is rejected.

H2: Training has a positive effect on job satisfaction. The results of the t statistic are 11.394>1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. H2 is accepted Ho is rejected.

H3: Discipline has a positive effect on job satisfaction. The results of the t statistic are 6.064 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. H3 is accepted Ho is rejected.

H4: Recruitment has a positive and significant effect on performance. The results of the t statistic are 2.516 > 1.98, so it is said to have an effect, the P values are 0.012 <0.05 which is significant. H4 is accepted Ho is rejected.

H5: Training has a positive effect on performance. The results of the t statistic are 10.168 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. H5 is accepted Ho is rejected.

H6: Discipline has a positive effect on performance. The results of the t statistic are 6.484 > 1.98, so it is said to have an effect, the P values are 0.01 <0.05 which is significant. H6 is accepted Ho is rejected.

H7: job satisfaction has a positive effect on performance. The result of the t statistic is 9.239 > 1.98, so it is said to have an effect, the P value is 0.03 <0.05 which is significant. H7 is accepted Ho is rejected.

Indirect Influence Between Variables

Tabel 1.8 : Indirect Effects
Specific Indirect Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (|O/STDEV|)	P Values
Recruitment → Performance → Job satisfaction	0.013	0.014	0.006	2.175	0.003
Training → Performance → Job satisfaction	0.414	0.417	0.061	6.813	0.000
Dicipline → Performance → Job satisfaction	0.212	0.208	0.004	5.274	0.000

Source: SmartPLS 3 output, primary data processed, 2022

H8: Recruitment has a positive effect on performance through job satisfaction. The results of the t statistic are 2.175 > 1.98, so it is said to have an effect, the P values are 0.03 <0.05 which is significant. H8 is accepted Ho is rejected.

H9: Training has a positive effect on performance through job satisfaction. The results of the t statistic are 6.813 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. H9 is accepted Ho is rejected.

H10: Discipline has a positive effect on performance through job satisfaction. The results of the t statistic are 5.274 > 1.98, so it is said to have an effect, the P values are 0.00 <0.05 which is significant. H10 is accepted Ho is rejected.

DISCUSSION
The Effect of Recruitment on Job Satisfaction
Based on the test results of the recruitment variable on job satisfaction, the t statistic value was 2.121 > 1.98 and the p-value was 0.3 <0.05, so it can be concluded that recruitment has a positive and significant effect on job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so that H1 can be accepted. with this research

shows that the recruitment system can affect job satisfaction in a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. The influence of recruitment according to (Ijigu, 2015), in this study it was emphasized that the recruitment and selection process has a positive relationship to the job satisfaction of employees and managers.

Effect of Training on Job Satisfaction
Based on the results of the training variable test on job satisfaction, the t statistic value was $11,394 > 1.98$ and the p-value was $0.00 < 0.05$, so it can be concluded that training has a positive and significant effect on job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so H2 can be accepted. This research shows that the training system can affect job satisfaction in a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. The effect of training according to (Nwachukwu and Chladkova, 2017), in this study confirmed that training and development have a positive influence on employee satisfaction, especially at work.

The Effect of Discipline on Job Satisfaction
Based on the test results of the discipline variable on job satisfaction, the t statistic value is $6.064 > 1.98$ and the p-value is $0.00 < 0.05$, so it can be concluded that discipline has a positive and significant effect on job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so H3 can be accepted. This research shows that the disciplinary system can affect job satisfaction in a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. Discipline according to (Hasibuan, 2013: 203), work discipline affects the level of job satisfaction, meaning that if discipline is obtained from work then it has good job satisfaction. Conversely, if discipline is not achieved from work, then job satisfaction is low.

The Effect of Recruitment on Employee Performance
Based on the test results of the recruitment variable on performance, the t statistic value is $2.516 > 1.98$ and the p-value is $0.01 < 0.05$, so it can be concluded that recruitment has a positive and significant effect on performance at PT. Boga Indo Sejahtera Abadi Medan, so H4 can be accepted. This research shows that the recruitment system can affect the performance of a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. As with the perspective of the influence of recruitment according to (Steers, 2011: 100), one of the factors that influence employee performance is the factor of ability, personality and work interest, employee abilities can be determined through recruitment activities carried out by the company at the start of accepting prospective employees to work in the company.

Effect of Training on Performance
Based on the results of the training variable test on performance, the t statistic value was $10.168 > 1.98$ and the p-value was $0.00 < 0.05$, so it can be concluded that training has a positive and significant effect on performance at PT. Boga Indo Sejahtera Abadi Medan, so H5 can be accepted. This research shows that the training system can affect the performance of a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. The effect of training according to (Marwansyah, 2017: 167), more specifically training needs analysis is one of the solutions to improve or increase employee performance and organizational productivity.

The Effect of Discipline on Performance
Based on the results of the discipline variable test on performance, the t statistic value was $6,484 > 1.98$ and the p-value was $0.01 < 0.05$, so it can be concluded that discipline has a positive and significant effect on performance at PT. Boga Indo Sejahtera Abadi Medan, so that H6 is acceptable... this research shows that the disciplinary system can affect the performance of a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. The effect of discipline according to (Siagian, 2012: 237), that there is a very significant relationship between performance variables and work discipline. In this case, if it is examined further, it is the work discipline variable that influences employee performance, in the sense that the higher a person's work discipline, the higher that person's performance will also be.

The Effect of Job Satisfaction on Performance
Based on the test results of job satisfaction variables on performance, the t statistic value is $9,239 > 1.98$ and the p-value is $0.03 < 0.05$, so it can be concluded that job satisfaction has a positive and significant effect on performance at PT. Boga Indo Sejahtera Abadi Medan, so H7 can be accepted. This research shows that the job satisfaction system can affect performance in a company as a research sample at PT. Boga Indo Sejahtera Abadi Medan. The effect of job satisfaction on performance according to (Waridin and

Masrukhin, 2006), said job satisfaction is very closely related between employee attitudes towards various factors at work, including work situations, social influences at work, rewards, and other factors. Job satisfaction is a general attitude of an individual towards his work.

The Effect of Recruitment on Performance Through Job Satisfaction as an Intervening Variable
Based on the test results of the recruitment variable on performance through job satisfaction as an intervening variable, it is obtained that recruitment has a positive and significant effect on performance through job satisfaction with the results of the t statistic $2.175 > 1.98$ while the p-value is $0.03 < 0.05$, it can be concluded that recruitment has a positive effect and significant to performance through job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so H8 can be accepted. So the job satisfaction variable can relate the effect of recruitment on performance at PT. Boga Indo Sejahtera Abadi Medan. connecting with research conducted by where recruitment (X) has an influence on performance (Y) through job satisfaction (Z) as an intervening variable. This means that in research at PT. Boga Indo Sejahtera Abadi Medan job satisfaction can be strongly linked to increasing the effect of recruitment on employee performance. The effect of recruitment on performance through job satisfaction according to (Agyei and Christoper, 2016), which states that the recruitment and selection process has a high impact and influence on employee performance. So in general recruitment can have a significant impact on employee performance.

The Influence of Training on Performance Through Job Satisfaction as an Intervening Variable
Based on the test results of the training variable on performance through job satisfaction as an intervening variable, it is obtained that training has a positive and significant effect on performance through job satisfaction with the result T statistic $6.813 > 1.98$ while the p-value is $0.00 < 0.05$, it can be concluded that training has a positive effect and significant to performance through job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so H9 can be accepted. So the job satisfaction variable can relate the effect of training on performance at PT. Boga Indo Sejahtera Abadi Medan. This is always connected with research conducted by which training (X) has an influence on performance (Y) through job satisfaction (Z) as an intervening variable. This means that in research at PT. Boga Indo Sejahtera Abadi Medan job satisfaction can be strongly linked to increasing the effect of training on employee performance. The effect of training on performance through job satisfaction according to (Choo and Bowley, 2007), which states that training programs provided effectively will increase employee job satisfaction. But on the other hand besides being able to increase employee job satisfaction, training programs can also have a positive impact on employee performance results.

The Effect of Discipline on Performance Through Job Satisfaction as an Intervening Variable
Based on the test results of the discipline variable on performance through job satisfaction as an intervening variable, discipline has a positive and significant effect on performance through job satisfaction with the results of a T statistic of $5.274 > 1.98$ while the p-value is $0.00 < 0.05$, so it can be concluded that discipline has a positive effect and significant to performance through job satisfaction at PT. Boga Indo Sejahtera Abadi Medan, so H10 is acceptable. So the job satisfaction variable can relate the influence of discipline to performance at PT. Boga Indo Sejahtera Abadi Medan. Connecting with research conducted by discipline (X) has an influence on performance (Y) through job satisfaction (Z) as an intervening variable. This means that in research at PT. Boga Indo Sejahtera Abadi Medan job satisfaction can be strongly linked to increasing the influence of discipline on employee performance.

4. CONCLUSIONS

Based on the results of research conducted regarding the effect of Recruitment, Training, and Discipline on Employee Performance with Job Satisfaction as an Intervening variable at PT. Boga Indo Sejahtera Abadi Medan, it can be concluded as follows: Recruitment has a positive and significant effect on job satisfaction, so H1 is accepted and Ho is rejected. Training has a positive and significant effect on job satisfaction, so H2 is accepted and Ho is rejected. Discipline has a positive and significant effect on job satisfaction, so H3 is accepted and Ho is rejected. Recruitment has a positive and significant effect on performance, so H4 is accepted and Ho is rejected. Training has a positive and significant effect on performance, so H5 is accepted and Ho is rejected. Discipline has a positive and significant effect on performance, so H6 is accepted and Ho is rejected. Job satisfaction has a positive and significant effect on performance, so H7 is accepted and Ho is rejected. Recruitment has a positive and significant effect on performance through job satisfaction, so H8 is accepted and Ho is rejected. Training has a positive and significant effect on performance through job satisfaction, so H9 is accepted and Ho is rejected. Discipline has a positive and significant effect on performance through job satisfaction, so H10 is accepted and Ho is rejected.

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