

THE INFLUENCE OF RECRUITMENT, WORK ABILITIES AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN REGIONAL VI STATE PERSONNEL AGENCY (BKN) MEDAN CITY

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ABSTRACT

This research was conducted at the State Civil Service Agency (BKN) Regional VI Jl. TB. Simatupang No. 124, Sunggal, 20127, District. Medan Sunggal, Medan, North Sumatra. Sampling in this research used a saturated sampling method or often also called a census. The population in this study was 96 Civil Servants. The research results show that: (1) partially the recruitment variable has a positive and significant effect on employee performance (2) partially the work ability variable has a positive and significant effect on employee performance (3) partially the work discipline variable has a positive and significant effect on employee performance (4) simultaneously there is a positive and significant influence between the variables of recruitment, work ability and work discipline on employee performance. The result of the R-Square Determination Coefficient is 0.528. This means that the influence of the independent variables recruitment, work ability, work discipline on the dependent variable employee performance is 52.8%. Meanwhile, the remaining 47.2% was influenced by other variables not examined in this research. For example, work morale, work environment and leadership.

Keywords: Recruitment, Work Ability, Work Discipline, Performance.

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INTRODUCTION

Human Resources are the main support in achieving success in an organization/company, both public and private. Human Resources relate to the formal systems that exist in an organization to ensure the effectiveness and efficient use of human talent in achieving organizational goals. The place studied was the State Civil Service Agency (BKN) Regional VI, Medan City. Broadly speaking, it is an agency that operates in the field of civil service for the Indonesian Civil Servant (PNS), including managing human resources, TNI, Polri, managing retirees, promotions, transfers, overcoming personnel problems, and auditing regions.

In every company, especially at the Regional VI State Civil Service Agency (BKN), which has many fields within it, therefore every employee needs to pay attention to their performance. At the State Civil Service Agency (BKN) Regional VI, problems were found regarding less than optimal performance among employees, this was shown by the large number of employees who did not collect their SKP (Employee Performance Targets) on time, resulting in a decrease in monthly collections. What influences performance achievement consists of many factors such as recruitment according to job description, work discipline, work ability, etc.

The first factor is the implementation of recruitment for Civil Servants (PNS) at the Regional VI State Civil Service Agency (BKN) which has not been carried out according to needs. The basis for recruitment refers to the Nanoscience and Nanotechnology Research Center (PPNN) where the recruitment of Civil Servants (PNS) goes through strict stages for Prospective Civil Servants (CPNS) in which there are several qualifications and procedures that must be followed and adhered to. However, this does not deny that there is still fraud in several recruitment processes for Civil Servant Candidates (CPNS) which is caused by family/insider channels.

The second factor is the work ability seen in senior employees who are unable to master increasingly advanced technological developments, thus hampering the completion of work on the expected targets. The third factor is work discipline problems, namely delays in filling in the attendance register which is done 3 times a day and delays in collecting SKP (Employee Performance Targets) from the specified time resulting in sanctions for cutting allowances of around 15%.

Based on the description of the phenomenon above, researchers are interested in conducting research with the title "The Influence of Recruitment, Work Ability and Work Discipline on Employee Performance at the State Civil Service Agency (BKN) Regional VI, Medan City."

Based on the background explanation above, it can be identified as follows: 1. In recruitment there were several frauds in the process of recruiting Prospective Civil Servants (CPNS) 2. Work abilities that were considered less capable in mastering technology. 3. Work discipline problems are known to be due to delays in collecting SKP (Employee Performance Targets) and filling in the attendance list 3x a day. 4. There are several work performance achievements that do not meet targets.

The formulation of the problem in this research is as follows: 1. How does recruitment influence employee performance at the Regional VI State Civil Service Agency (BKN)? 2. How does work ability influence employee performance at the Regional VI State Civil

Service Agency (BKN)? 3. How does work discipline influence employee performance at the Regional VI State Civil Service Agency (BKN)? 4. How does recruitment, work ability and work discipline influence the performance of employees at the Regional VI State Civil Service Agency (BKN)?

LITERATURE REVIEW

Definition of Recruitment

According to Mardianto (2014:8) Recruitment is used as an important process in obtaining prospective employees who have abilities in accordance with the qualifications and needs of an organization/company.

According to Zainal (2015:148) Recruitment is a series of activities when a company needs prospective employees who are desired or meet qualification standards for the positions or vacancies available.

According to Sutrisno (2016:45) Recruitment is a process of searching, procuring, finding and attracting applicants to be employed in an organization.

Recruitment Indicator

According to Ivancevich (2017:77) Indicators of recruitment are 1. Organizational Policies 2. Recruitment Planning 3. Recruitment Methods 4. Procedures 5. Implementation Time.

Understanding Work Ability

According to Robbins (2014:52) Work Ability is the ability to carry out various obligations in a particular job. According to Hasibuan (2015:94) Work ability is a person's achievement in carrying out the work given based on skill, experience and seriousness as well as time. According to Wibowo (2017:94) Work ability is basically intellectual, emotional and physical capability in carrying out various activities to achieve goals.

Work Ability Indicator

According to Robbins and Judge (2016:56) indicators of work ability are:

1. Knowledge (Knowledge)
2. Experience
3. Skills (Skills)
4. Work Ability

Understanding Work Discipline

According to Hasibuan (2017:193) Work discipline is a form of a person's self-awareness to comply with all existing company rules and enforced norms. According to Agustini (2019:89) Work discipline is the attitude of complying with the regulations and norms that apply in each company in order to increase employee obedience to achieve company goals. According to Ajabar (2020:45) Work discipline is a habit of changing behavior as well as a form of effort to increase a person's awareness and willingness to obey the rules and norms that apply in the company.

Work Discipline Indicators

According to Singodimejo and Sutrisno (2019:94) indicators of work discipline are:

1. Regulation entry time, departure time, and rest time.
2. Basic rules about dress, behavior at work.

3. Rules of how-how to do work and relate to other worker units
4. Regulations on what employees can and cannot do while in the agency

Understanding Employee Performance

According to Mangkunegara (2017:67) Work performance is the achievement of a person's work results in carrying out tasks in quantity and quality in accordance with the responsibilities given. According to Kasmir (2019:182) Work performance is the result of work achieved in fulfilling the tasks and responsibilities given in accordance with the specified time period. According to Afandi (2021:83-84) Work performance is a person's ability to complete work with the expected results in accordance with the burden of responsibility.

Employee Performance Indicators

According to Robbins (2016:260) indicators of work performance include:

1. Work quality
2. Quantity
3. Punctuality
4. Time Effectiveness
5. Independence.

Previous Research

Table 1. Previous Research

No.	Researcher Name	Research Title	Variable	Research result
.1	Heru Sri Wulan, Leonardo Budi Hasiolan (2021)	The Influence of Recruitment, Career Development, Work Discipline and Work Motivation on DINAKERTRANSDUK Employee Performance Central Java Province.	Recruitment (X1), Development Career (X2), Work Discipline (X3), Work Motivation (X4), Employee Performance (Y)	Career development, work discipline, work motivation simultaneously have a positive and significant influence on employee performance. Partial recruitment does not have a positive and significant influence To employee performance.
2.	Aurelie AW Sasue, Olivia S. Nelwan, Regina T. Saerang (2021)	The Influence of Leadership Style and Work Discipline on Employee Performance at the North Minahasa Regency Education Office.	Leadership Style (X1), Work Discipline (X2) Employee Performance (Y)	Leadership Style and Work Discipline simultaneously own positive and significant influence on employee performance. Leadership Style and Work Discipline partially have a positive and significant influence on employee performance.

3.	Iin Santika Agustini, Zainal Abidin, Sri Wahyulina (2023)	The Influence of Work Ability, Work Environment and Work Discipline on the Performance of Sekarbela Subdistrict Office Employees, Mataram City	AbilityWork (X1), Work Environment (X2), Work Discipline (X3), Employee Performance (Y)	Ability work, environment Work, and discipline Work simultaneously positive influence And significanton employee performance. Discipline Workin a waypartial has a positive influence And significant (dominant) to employee performance.
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Source: Processed data, 2024

Theory of the Influence of Recruitment on Employee Performance

According to Samir (2016: 178), recruitment in companies is an important factor in influencing employee performance.

Theory of the Influence of Work Ability on Employee Performance

According to Kertajaya (2016:27) stated that ability is something related to employee performance in carrying out their duties well.

Theory of the Influence of Work Discipline on Employee Performance

According to Sutrisno (2013: 177) states that work discipline implemented by a company for superior and subordinate employees can provide color to the company's performance.

Conceptual framework

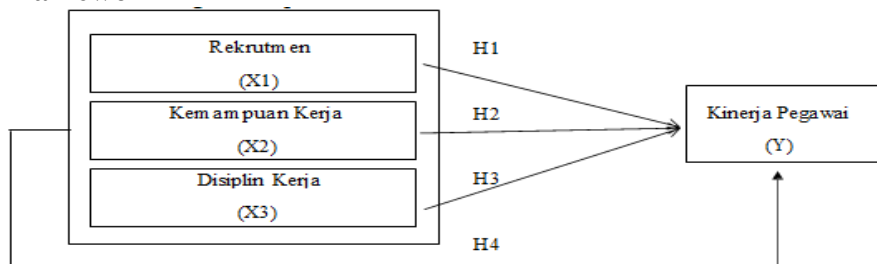


Figure 1. Conceptual Framework

Source: Processed data, 2024

Research Hypothesis

According to Sugiyono (2018:63) A hypothesis is an assumption or conjecture about something to be checked. The hypothesis in this research is as follows:

- H1: It is suspected that recruitment has an influence on employee performance at the Regional VI State Civil Service Agency (BKN).
- H2: It is suspected that work ability has an influence on employee performance at the Regional VI State Civil Service Agency (BKN).
- H3: It is suspected that work discipline has an influence on employee performance at the Regional VI State Civil Service Agency (KN).
- H4: It is suspected that recruitment, work ability and work discipline have an influence on employee performance at the Regional VI State Civil Service Agency (BKN).

METHOD

Place and time of research

The research was conducted at the State Civil Service Agency (BKN) Regional VI Jl. TB. Simatupang No. 124, Sunggal, 20127, District. Medan Sunggal, Medan, North Sumatra. The implementation time for this research starts from August 2023 until completion.

Research methods

The research approach uses a quantitative approach. According to Sugiyono (2017:8) "Quantitative research methods are research methods based on the philosophy of positivism which are used to research certain populations or samples, collect data using research instruments, analyze quantitative or statistical data, with the aim of testing predetermined hypotheses."

The type of research carried out is quantitative descriptive research. According to Sugiyono (2018:20) "Quantitative descriptive research analysis is used to analyze data by describing or illustrating the collected data as it is without the intention of making general conclusions or generalizations."

This research is explanatory. According to Sudaryono (2014:38) explanatory research was carried out when not many researchers had conducted research on the problem in question.

According to Silaen (2018: 87) "Population is the totality of objects or individuals who have certain characteristics (traits) that will be studied". The population in this study was 96 Civil Servants in the State Civil Service Agency (BN) Regional VI, Medan City.

The sampling technique in this research used a saturated sampling method or often called a census. According to Sugiyono (2017:85) "Saturated sampling is a sampling technique when all members of the population are used as samples". The sample in this study was all employees at the State Civil Service Agency (BKN) Regional VI Medan City, totaling 96 people. Meanwhile, the validity test consisted of 30 respondents taken from honorary or non-civil servants at the State Civil Service Agency (BKN) Regional VI, Medan City.

The method of data collection carried out in this research is as follows:

1. Interview (Interview)

According to Sugiyono (2016:317) "Interview techniques are used to collect data by finding the problems being studied."

2. Questionnaire

According to Bahri (2018:92) "A questionnaire is a data collection method that is carried out by giving a set of oral and written questions to respondents to obtain answers."

3. Literature Study

Literature study is a data collection technique by coming directly to the campus library to look for reference material from books that are appropriate to the problem being studied.

Data Types and Sources

According to Sugiyono (2018:456) Primary data is data whose source directly provides data to data collectors.

According to Sugiyono (2019:193) Secondary data is data whose source does not directly provide data to data collectors.

Variable Identification and Operational Definition

Table 2. Operational Definition

Variable	Definition	Indicator	Scale Measurement
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Recruitment (X1)	Recruitment is a series of activities when a company needs prospective employees who are desired or meet qualification standards with available positions or vacancies. Source: Zainal (2015:148)	1. Organizational Policy 2. Recruitment Planning 3. Recruitment Methods 4. Procedure 5. Execution time Source: Ivancevich (2017:77)	Likert Scale
Work Ability (X2)	Work ability is a person's achievement in carrying out the work given based on skill, experience, seriousness and time. Source: Hasibuan (2015:94)	1. Knowledge (Knowledge) 2. Experience 3. Skills (Skills) 4. Work Ability Source: Robbins and Judge (2016:56)	Likert Scale
Work Discipline (X3)	Work discipline is a form of a person's self-awareness to comply with all existing company rules and enforced norms. Source: Hasibuan (2017:193)	1. Regulations for entry times, departure times, rest times. 2. Basic rules about dress, behavior at work. 3. Regulations on how to do work and relate to other worker units 4. Regulations about what employees can and cannot do while in the agency. Source: Singodimejo and Sutrisno (2019:94)	Likert Scale
Employee Performance (Y)	Work performance is the work result achieved in fulfilling the tasks and responsibilities given in accordance with the specified time period. Source: Kasmir (2019:182)	1. Work quality 2. Quantity 3. Punctuality 4. Time Effectiveness 5. Independence. Source: Robbins (2016:260)	Likert Scale

Source: Processed data, 2024

Referring to the research objectives and hypotheses, the research model used is multiple linear regression analysis with the formula:

Information :

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

- Y = Employee Performance
- X1 = Recruitment
- X2 = Work ability
- X3 = Work Discipline
- a = Constant
- b1,2,3 = Regression Coefficients
- e = Standard error

Coefficient of Determination (R²)

According to Sujarweni (2014:186) The coefficient of determination (R²) is used to see the percentage change in the dependent variable (Y) caused by the independent variable

(X). If the coefficient of determination (R^2) is small, then the change in the dependent variable (Y) caused by the independent variable will be low.

Simultaneous Hypothesis Testing (F-Test)

According to Sunyoto (2013:137), the F test is carried out to see whether there is an influence between the independent variable and the dependent variable simultaneously.

The decision making for the F test hypothesis is as follows:

1. $H_0: b_1, b_2, b_3 = 0$ means that simultaneously the independent variable has no influence on the dependent variable.
2. $H_1: b_1, b_2, b_3 \neq 0$ meaning that the independent variable simultaneously has an influence on the dependent variable.

Hypothesis research criteria in the F test are as follows:

- 1). If $F_{count} \leq F_{table}$ with a significance level of $\alpha = 5\%$, then H_0 is accepted
- 2). If $F_{count} > F_{table}$ with a significant level of $\alpha = 5\%$, then H_a is accepted

Partial Hypothesis Testing (t-test)

According to Sunyoto (2013:135-136) The t-test was carried out to see whether or not there was a partially significant influence between the independent variable and the dependent variable. The t test decision is made as follows:

1. $H_0: b_1, b_2, b_3 = 0$, meaning that the independent variable partially has no influence on the dependent variable.
2. $H_1: b_1, b_2, b_3 \neq 0$ means that the independent variable partially has an influence on the dependent variable.

The decision making criteria for the t test are as follows:

- 1). If $t_{count} \leq t_{table}$ with a significance level $\alpha = 5\%$, then H_0 is accepted
- 2). If $t_{count} > t_{table}$ with a significance level of $\alpha = 5\%$, then H_1 is accepted.

RESULTS AND DISCUSSION

Statistical Descriptive Analysis

The following are descriptive statistics of the results of the minimum, maximum, average and standard deviation answers of the respondents, namely:

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment	96	28	41	34.56	3,439
Work ability	96	23	30	26.72	2,096
Work Discipline	96	25	33	27.80	1,775
Employee Performance	96	28	42	33.92	3,171
Valid N (listwise)	96				

Source: Data processed with SPSS, 2024

Based on table 3, it shows that the recruitment variable with a sample of 96 respondents got a minimum value of 28, a maximum of 41, a mean (average) of 34.56 and a standard deviation of 3.439. In the work ability variable with a sample of 96 respondents, the minimum value was 23, the maximum was 30, the mean (average) was 26.72 and the standard deviation was 2.096. In the work discipline variable with a sample of 96 respondents, the minimum value was 25, the maximum was 33, the mean (average) was 27.80 and the standard

deviation was 1.775. In the employee performance variable with a sample of 96 respondents, the minimum value was 28, the maximum was 42, the mean (average) was 33.92 and the standard deviation was 3.171.

Multiple Linear Regression Test Results

Table 4. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,269	4,086		-555	0,580
Recruitment	0.317	0.087	0.344	3,660	0,000
Work ability	0.557	0.136	0.368	4,089	0,000
Work Discipline	0.372	0.135	0.208	2,754	0.007

Source: Data processed with SPSS, 2024

The formula for the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employee Performance

X1 = Recruitment

X2 = Work ability

X3 = Work Discipline

a = Constant

b_{1,2,3} = Regression Coefficient

e = Standard error (5% error rate)

$$Y = -2.269 + 0.317x_1 + 0.557 X_2 + 0.372 X_3$$

The interpretation of the regression above is as follows:

- The constant value (a) of -2.269 with a negative relationship direction shows that if all the independent variables, namely recruitment (X1), work ability (X2), and work discipline (X3) are zero, then employee performance (Y) in the State Civil Service Agency (BKN) Regional VI Medan City will remain worth -2,269. Recruitment (X1) is (0.317) with a positive relationship direction which shows that if recruitment is increased by 1 unit, employee performance will increase by (0.317) unit with the assumption that other variables are constant.
- Work Ability (X2) is (0.557) with a positive relationship direction which shows that if work ability is increased by 1 unit, employee performance will increase by (0.557) unit with the assumption that other variables are constant.
- Work Discipline (X3) is (0.372) with a positive relationship direction which shows that if work discipline is increased by 1 unit, employee performance will increase by (0.372) units with the assumption that other variables are constant.

Coefficient of Determination Test Results (R²)

The coefficient of determination is used to find out how much this model explains the dependent variable by looking at the Adjusted R Square number. If R² gets bigger, then the percentage influence of the independent variable (X) on the dependent variable (Y) gets higher. If R² is smaller, then the percentage influence of the independent variable (X) on the dependent variable (Y) is lower.

Table 5. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.737	0.543	0.528	2,179

Source: Data processed with SPSS, 2024

Based on table 5 above, it can be seen that the R-Square value is 0.528. It means influence the independent variable recruitment (X1), work ability (X2), work discipline (X3) on the dependent variable employee performance (Y) is 52.8%. Meanwhile, the remaining 47.2% was influenced by other variables not examined in this research. Examples are variables of work enthusiasm, work environment, leadership, work motivation and so on.

Hypothesis Test Results (F Test)

Simultaneous hypothesis testing is carried out to show whether the independent variables in the model have a simultaneous influence on the dependent variable. The formula for testing the F test is as follows:

Table 6. F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	518,458	3	172,819	36,393	0,000
Residuals	436,876	92	4,749		
Total	955,333	95			

Source: Data processed with SPSS, 2024

Based on table 6 above, the f value is known amounting to 36,393. This value is greater than $f_{table 2.70}$ ($36.393 > 2.70$). Sig value. of 0.000. This value is smaller than 0.05 ($0.000 > 0.05$). This means that there is a positive and significant influence on recruitment (X1), work ability (X2), work discipline (X3) together on employee performance (Y).

Hypothesis Test Results (t Test)
Partial hypothesis testing is carried out with the aim of seeing whether there is a significant influence between the independent variable and the partially dependent variable. In this study, we will compare the values between t_{count} and t_{table} at a significance level (α) = 5%. The t test hypothesis testing formula is as follows:

$df = nk$
 $df = 96-4$
 $df = 92$

Table 7 t test results

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,269	4,086		-555	0.580
Recruitment	0.317	0.087	0.344	3,660	0,000
Work ability	0.577	0.136	0.368	4,089	0,000
Work Discipline	0.372	0.135	0.208	2,754	0.007

Source: Data processed with SPSS, 2024

Based on table III.16 above, it can be seen that:

1. The recruitment variable has a t_{count} of 3,660, this value is greater than t_{table} 1.98609 ($3.660 > 1.98609$). The Sig value of the recruitment variable is 0.000. Mark is smaller than 0.05 ($0.000 < 0.05$). This means that there is a positive and significant influence of recruitment (X1) on employee performance (Y).
2. The work ability variable has a t_{count} of 4.089, this value is greater than the t_{table} 1.98609 ($4.089 > 1.98609$). Sig value of the work ability variable of 0.000. This value is smaller than 0.05 ($0.000 < 0.05$). This means that there is a positive and significant influence of work ability (X2) on employee performance (Y).
3. The work discipline variable has a t_{count} of 2.754, this value is greater than the t_{table} 1.98609 ($2.754 > 1.98609$). The Sig value of the work discipline variable is 0.007. This value is smaller than 0.05 ($0.007 < 0.05$). This means that there is a positive and significant influence of work discipline (X3) on employee performance (Y).

The Influence of Recruitment on Employee Performance at the State Civil Service Agency (BKN) Regional VI, Medan City

The recruitment variable obtains a $t_{count} > t_{table}$ ($3.660 > 1.98609$), with a Sig value equal to $0.000 < 0.05$. This means that partially there is a positive and significant influence of recruitment (X1) on employee performance (Y). This is in line with the theory according to Samir (2016: 178) which states that recruitment in companies is an important factor in influencing employee performance.

The results of this research are also in accordance with previous research by Nur Liska Aliya Putri (2022) who conducted research entitled The Effect of Recruitment and Job Placement on Employee Performance at the Kemuning Palembang District Office, with the research results showing that recruitment and job placement simultaneously have a positive and significant effect on performance. employee at the Kemuning Palembang District Office. Recruitment partially has a positive and significant influence on employee performance at the Kemuning Palembang District Office.

Research Results at the State Civil Service Agency (BKN) Regional VI Medan City It can be seen that there is a very big influence on organizational policies which must be clear and selective in the recruitment process so that there is no potential for fraud and provide opportunities for the public to become prospective workers so that they can take part in the Candidate Civil Servant (CPNS) process fairly, honestly and openly in accordance with qualifications required by the agency for the position applied for.

The Influence of Work Ability on Employee Performance in Regional VI State Civil Service Agency (BKN) Medan City

The work ability variable gets a $t_{count} > t_{table}$ ($4.089 > 1.98609$), with Sig value is $0.000 < 0.05$. This means that partially there is a positive and significant influence of work ability (X2) on employee performance (Y).

This is in line with the theory according to Kertajaya (2016:27) which states that ability is something that is related to employee performance in carrying out their duties well.

The results of this research are also in accordance with previous research by Warning Harefa (2022) which conducted research entitled The Influence of Work Motivation and Work Ability on the Performance of Employees of the North Nias Regency Regional Civil

Service Agency, with the research results showing that work motivation and work ability simultaneously have a positive and significant effect on employee performance at the North Nias Regional Civil Service Agency. Partial work ability has a positive and significant influence on employee performance at the North Nias Regional Civil Service Agency.

The results of research at the State Civil Service Agency (BKN) Regional VI Medan City show that there is quite a large influence on employee work abilities and the agency is also expected to be able to maximize the role of technology as a basic skill and knowledge that must be mastered by each employee as a form of employee work ability in completing assigned work or assignments.

The Influence of Work Discipline on Employee Performance at the State Civil Service Agency (BKN) Regional VI, Medan City

The work discipline variable gets a $t_{count} > t_{table} (2.754 > 1.98609)$, with a Sig value equal to $0.007 < 0.05$. This means that partially there is a positive and significant influence of work discipline (X3) on employee performance (Y). This is in line with the theory according to Sutrisno (2013: 177) which states that work discipline implemented by a company for superior and subordinate employees can give color to the company's performance.

The results of this research are also in accordance with previous research by Aurelie AW Sasue, Olivia S. Nelwan and Regina T. Saerang (2021) who conducted research entitled The Influence of Leadership Style and Work Discipline on Employee Performance at the North Minahasa Regency Education Service, with the research results showing that the style Leadership and work discipline simultaneously have a positive and significant influence on employee performance at the North Minahasa Regency Education Office. Partial work discipline has a positive and significant influence on employee performance at the North Minahasa Regency Education Office.

The results of research at the State Civil Service Agency (BKN) Regional VI, Medan City, work discipline has a very big influence on performance if the application of work discipline is increased and carried out fairly for each employee, both superiors and subordinates, who are jointly obliged to obey the regulations. which applies to the agency that has become the point of employment agreement.

CONCLUSION

Based on the results of the discussion and data analysis that has been carried out, the following conclusions can be drawn from this research:

1. Recruitment (X1) partially has a positive and significant influence on employee performance (Y). With a value of $t_{count} > t_{table} (3.660 > 1.98609)$. Sig value < 0.05 ($0.000 < 0.05$). The Adjusted R Square value is 52.8%. Meanwhile, the remaining 47.2% is influenced by other variables not examined in this research such as work enthusiasm, work environment, leadership, work motivation and so on.
2. Work Ability (X2) partially has a positive and significant influence on employee performance (Y). With a value of $t_{count} > t_{table} (4.089 > 1.98609)$. Sig value < 0.05 ($0.000 < 0.05$). The Adjusted R Square value is 52.8%. Meanwhile, the remaining 47.2% is influenced by other variables not examined in this research such as work enthusiasm, work

- environment, leadership, work motivation and so on.
3. Work Discipline (X3) partially has a positive and significant influence on employee performance (Y). With a value of $t_{count} > t_{table}$ ($2.754 > 1.98609$). Sig value < 0.05 ($0.007 < 0.05$). The Adjusted R Square value is 52.8%. Meanwhile, the remaining 47.2% is influenced by other variables not examined in this research such as work enthusiasm, work environment, leadership, work motivation and so on.
 4. Recruitment (X1), Work Ability (X2), Work Discipline (X3) simultaneously have positive and significant influence on employee performance (Y). With $f_{value} > f_{table}$ ($36.393 > 2.70$). The Sig value is $0.000 < 0.05$ ($0.000 > 0.05$). The Adjusted R Square value is 52.8%. Meanwhile, the remaining 47.2% is influenced by other variables not examined in this research such as work enthusiasm, work environment, leadership, work motivation and so on.

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