The Effect of Recruitment, Motivation and Work Discipline on Employee Performance at PT Duta Cahaya Putra Medan

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Abstract. This study aims to test and find out more clearly how the influence of recruitment, motivation and work discipline on employee performance at PT Duta Cahaya Putra Medan. This study uses a quantitative method involving 43 respondents. Data collection was carried out using questionnaire distribution. The data obtained was analyzed using a statistical formula, namely by using multiple regression analysis which was managed with the SPSS Version 23 program. The results of the study show that recruitment partially has a negative and insignificant effect on employee performance. The results of the study show that motivation partially has a positive and significant effect on employee performance. The results of the study show that work discipline partially has a positive and significant effect on employee performance. Recruitment, motivation and work discipline simultaneously have a positive and significant effect. 55.6% of employee performance can be explained and obtained from recruitment, motivation and work discipline while the remaining 44.4% is by other factors. Employee performance has a strong relationship with recruitment, motivation and work discipline.

Keywords: Recruitment, Motivation, Work Discipline, Employee Performance.

1. Introduction

Company performance is a function of the results of work or activities in the company which are influenced by internal and external factors of the company. As the main asset for the company, human resources in the company must be increased in productivity by creating working conditions and environments that can encourage employees to improve their competencies, abilities and skills optimally, increase commitment to the company and be able to develop employees' careers.

PT Duta Cahaya Putra always maintains credibility, performance and competitive advantage, by making the best improvements to its consumers, and from the financial aspect of PT Duta Cahaya Putra Medan's performance continues to improve from year to year. Business competition in the construction sector will continue to be sharper today, so management inevitably has to be proactive in improving the quality of satisfactory service to consumers so that they can continue to survive and develop. In addition, employees are also required to work professionally with ability, discipline, honesty, commitment and high dedication to improve employee performance and company performance.

Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out today must be of higher quality than the implementation of past work, for the future time it is of higher quality than the present. An employee will feel proud and satisfied with the achievements achieved based on the performance he provides for the company. Good performance is a desirable state in the world of work. An employee will get good work performance if his performance is in accordance with

standards, both quality and quantity.

Furthermore, in the world of work, recruitment is needed to find out how the quality of employees will be obtained. If the recruitment carried out by the company is in accordance with the regulations, of course the results will be good for the company, but if the recruitment carried out is not in accordance with the rules, then the results obtained will affect the overall performance of the company. The phenomenon that is developing today is that not all employees in a company work optimally in accordance with the company's standards and expectations. One of the factors that can produce quality employees is through an effective recruitment system. Recruitment is an effort made by companies to find and influence qualified prospective workers so that they have an interest in applying to occupy a position at the company (Akbar, 2018).

The recruitment process has a long process and must be followed by prospective employees. The selection process is a special stage used to decide which applicants will be accepted. The process begins when the applicant is employed and ends with an admission decision. In the recruitment of employees carried out by PT. Duta Cahaya Putra showed that many applicants entered their applications so that the chances of PT. Duta Cahaya Putra to get good employees is wide open, because companies can choose the best, qualified employees and can be placed in the right positions. However, there are irregularities in the recruitment carried out by PT Duta Cahaya Putra, recruitment is sometimes carried out not in accordance with existing procedures, because what is more prioritized is the closeness of the relationship because the company is owned by the family.

The problem that will arise in the recruitment process is that the company will find it difficult to select and select new prospective employees who are in accordance with the requirements that have been given by the company. This will have an impact on the performance of poor employees, besides that employees are uncomfortable with their environment which can result in the employee being able to leave his workplace or commonly referred to as turnover. Another factor that plays an important role in encouraging employee performance in addition to recruitment is work motivation (Putri & Ardana, 2016). Motivation is the will of employees that arises because of the encouragement to work hard so that the final result of the work will be in accordance with expectations (Santanu & Hamsah, 2020).

In addition to the employee recruitment process, other factors that can affect employee performance include employee motivation. Employee motivation is a need that is stimulated and oriented towards individual goals in achieving satisfaction. So that later individuals will have confidence that performance will exceed their work performance expectations. Employees who have good motivation will encourage themselves to carry out their jobs well. This will later affect and encourage employee performance in a better direction (Mangkunegara, 2019:93). If the wages given are large enough, managers will find it easier to motivate their subordinates, but low wages are the cause of low employee motivation.

Just like recruitment and motivation, work discipline can also determine a company's success in achieving goals. Work discipline in employees is very much needed, because what is the company's goal will be difficult to achieve if there is no work discipline. Work discipline is a person's awareness and willingness to obey all company regulations and applicable norms (Hasibuan, 2019:77). Therefore, the key to the company's success in this case is inseparable from the human factor as a variable that has a very large influence and determines the progress of the company.

From the data above, it can be seen that the majority of employees consider that work discipline has not been maximized, this is because there are employees who do not arrive on time and regularly, thus affecting the company's performance. Likewise, not all of the tasks given can be completed in accordance with the agreed work procedures. Based on this background, the researcher conducted a study entitled The Influence of Recruitment, Motivation and Work Discipline on Employee Performance at PT Duta Cahaya Putra Medan.

2. Literature Review

2.1. Definition of Employee Performance

Government or private organizations in achieving goals must be through activities driven by a group of people in the organization. The success of an organization in carrying out its duties can be seen from the performance of its employees. Performance needs to be used as evaluation material for the organization. According to Robbins (2014:50) Employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. According to Robbins

(2014:56), performance indicators are as follows: work quality, work quantity, length of working hours, cooperation and supervision.

2.2. Definition of Recruitment
Recruitment is a process where members of an organization provide each other with information and ideas to achieve the set goals. Personal (2023:9). Personal (2023:9). Some recruitment indicators according to Personal (2023:11) are recruitment methods, procedures and recruitment sources.

2.3. Definition of Motivation
In everyday life, the word "motivation" has various meanings related to individual actions as well as behavioral structures. A key component of those who contribute to achieving success in their business and work is motivation. A leader's awareness and concern for human behavior that he influences as a criterion for organizational success forms the basis of motivation. According to Afandi (2018:23) Motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that they can get good and quality results. Afandi (2018:29) Mention several motivational indicators, namely remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself.

2.4. Definition of Work Discipline
The discussion of employee discipline in human resource management is thanks to the view that no human being is perfect, escaped from mistakes and mistakes. Therefore, every organization needs to have various provisions and standards that must be followed by its members. According to Sutrisno (2021:86), it is stated that work discipline is an attitude of willingness and willingness of a person to comply and obey the regulatory norms that apply around him. Good employee discipline will accelerate the company's goals, while degraded discipline will become a hindrance and slow down the achievement of the company's goals. The indicators of work discipline according to Sutrisno (2021:94) are obedience to time rules, obedience to company regulations, obedience to rules of conduct at work, and obedience to other regulations in the company.
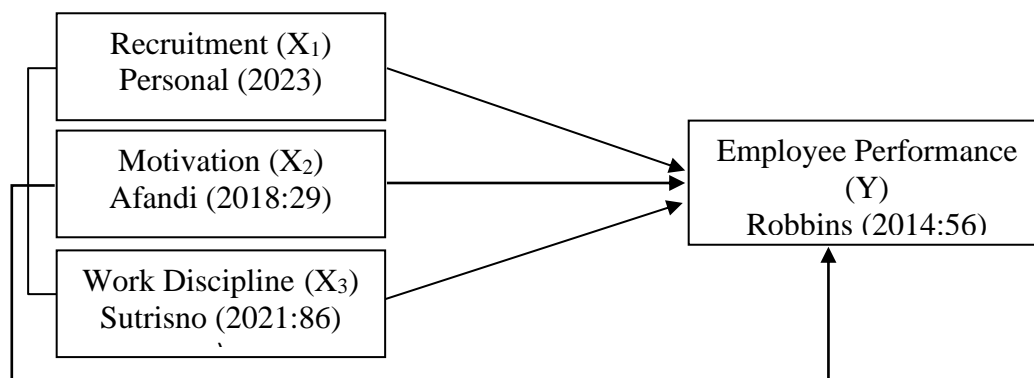
Conceptual Framework

Fig 1. Conceptual Framework.
Source: SPSS Version 23 Processing Results.

3. Research Method

3.1. Research Approach
The research approach used is quantitative or data with a description of numbers, namely in the form of questionnaire results that have been filled out by respondents. This study is a causality research, which is a study that shows the direction of the relationship between independent variables and bound variables, in addition to measuring the relationship (Kuncoro, 2017:10). Based on the explanation above, it can be seen that quantitative research intends to provide an explanation of the influence of recruitment, motivation and work discipline on employee performance.

3.2. Population and Sample

According to Russian et al., (2016), Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is 43 people who are employees of PT Duta Cahaya Putra Medan. According to Russian et al., (2016), the sample is part of the number and characteristics possessed by the population. This study uses a sampling technique, namely saturated sampling. Saturation sampling is a sampling technique when all members of the population are used as samples. So what was used as a sample in the study was all employees of PT Duta Cahaya Putra Medan totaling 43 people.

3.3. Data Analysis Techniques

1. Data Quality Test

a. Validity Test

Validity tests are used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the statements on the questionnaire are able to reveal an improvement in employee performance. The validity test was carried out by comparing the value of the r count (correlated item-total correlations) with the value of the r table. If the value of r counts > the table and has a positive value, then the statement is said to be valid. (Ghozali, 2018:49).

b. Reliability Test

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to statements are consistent or stable over time. SPSS provides facilities to measure reliability with the Cronbach Alpha (α) statistical test. A variable is said to be reliable if it gives a value of (α) 0.60 (Ghozali, 2018:45).

2. Classical Assumption Test

a. Normality Test

According to Ghozali (2018:47), The normality test aims to test whether the independent and dependent variable regression models have a normal distribution or not. Residual values follow the normal distribution. In principle, normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph or by looking at the histogram of the residual. If the data (points) spread around the diagonal line and follow the direction of the diagonal line or its histogram graph shows a normal distribution pattern, then the regression model satisfies the assumption of normality. If the data spreads far away from the diagonal and/or does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the assumption of normality.

b. Multicollinearity Test

According to the multicollinearity test, the multicollinearity test aims to test whether the regression model is found to have a correlation between independent variables. A regression equation is said to be good if it has independent variables that are not correlated with each other. Multicollinearity can be seen from the value of Tolerance and Variance Inflation Factor (VIF), if the tolerance value is greater than 0.1 and VIF is less than 10 numbers, it can be concluded that there are no symptoms of multicollinearity.Ghozali (2018:50)

c. Heteroscedasticity Test

According to Ghozali (2018:52), The heteroscedasticity test aims to test whether in the regression model there is a variance and residual inequality in one observation or another. A good regression model is one that is homoskesdatistic or does not become heteroscedasti. The way to detect the presence or absence of heteroscedasticity is to look at the plot graph between the predictive value of the dependent variable, namely ZPRED and the residual SRESID. Detection of heteroskedastistas can be done by looking at the presence or absence of certain patterns in the scatterplot graph between SRESID and ZPRED where the Y axis is the predicted Y, and the X axis is the residual (true Y-predicted Y) that has been studied.

3. Multiple Linear Regression Analysis

To determine the influence or relationship between the independent variable (recruitment, motivation and work discipline) and the bound variable (employee performance), the multiple linear regression method will be used and data analysis will also use SPSS, the formula is as follows:

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

Y	= Employee performance	
a	= Constant	
b1-b3	= Multiple regression coefficients	
X1	= Recruitment	
X2	= Motivation	
X3	= Work discipline	
e	= Standard Error	

4. Hypothesis Test

a. Partial Test (t-Test)

The t-test aims to find out how much influence the independent variable partially (individual) has on the bound variable. The t-test is used to determine each independent contribution per independent variable whether it has an influence or not there is a bound variable.

b. Simultaneous Test (Test F)

The F test aims to show whether all the independent variables included in the model have a joint influence on the bound variables. To find out together the influence of independent variables or independent variables, test F on related variables.

c. Coefficient of Determination (R2)

The determination coefficient (R2) test is essentially to measure how far the model is able to explain the variation of dependent/non-independent variables. The value of the determination coefficient is between zero to one $(0 < R2 < 1)$ A small R2 value means that the ability of independent variables to run dependent variables is very limited. This means that if R2 is getting bigger (closer to one), then it can be said that the influence of the independent variable ((X1, X2) i.e. recruitment, motivation and work discipline on the bound variable (Y) i.e. employee performance. A value that approaches one means that the independent variables provide almost all the information needed to predict the dependent variable. The proportion or percentage of contribution of the free variable in describing the bound variable is: KD = r2 x 100%

4. Research Results and Discussions

4.1. Research Results

1. Validity and Reliability Testing

a. Validity Testing

To find out the feasibility of the items in the list of questions (questionnaires) that have been presented to the respondents, it is necessary to conduct a validity test. If the validity of each question is greater than (>) 0.30, then the question item is considered valid. For more details, you can see the Item-Total Statistics table, the results of SPSS processing by entering respondents' answer data from the variables X1, X2 and Y presented in the following table:

Table 1. Validity Test (X1) Recruitment.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	7.8372	3.949	.517	.765
VAR00002	8.1395	2.790	.714	.534
VAR00003	8.1163	3.200	.573	.709

Source: SPSS Version 23 Processing Results.

From Table 1., above the output results of the SPSS, it is known that the validity value is found in the Corrected Item-Total Correlation column which means the correlation value between the score of each item and the total score in the respondent's answer tablative. The validity test results of 3 (three) questions in the recruitment variable can be declared valid (sub) because all coefficient values are more than 0.30.

Table 2. Validity Test (X2) Motivation.
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	19.0000	17.238	.514	.810
VAR00002	19.3023	14.883	.686	.773
VAR00003	19.2791	15.016	.675	.776
VAR00004	19.3023	15.502	.723	.769
VAR00005	19.4651	15.017	.681	.775
VAR00006	19.6977	17.168	.327	.856

Source: SPSS Version 23 Processing Results.

From Table 2., above the SPSS output results, it is known that the validity value is found in the Corrected Item-Total Correlation column, which means the correlation value between the score of each item and the total score in the respondent's answer table. The validity test results of 6 (six) question items on the motivation variable can be declared valid (sub) because all coefficient values are more than 0.30.

Table 3. Validity Test (X3) Work Discipline.
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	10.2326	9.516	.735	.879
VAR00002	9.8372	8.473	.785	.859
VAR00003	10.0465	8.045	.798	.856
VAR00004	10.3488	9.042	.769	.866

Source: SPSS Version 23 Processing Results.

From Table 3., above the SPSS output results, it is known that the validity value is found in the Corrected Item-Total Correlation column, which means the correlation value between the score of each item and the total score in the respondent's answer tabulation. The validity test results of 4 (four) questions on the work discipline variable can be declared valid (sub) because all coefficient values are more than 0.30.

Table 4. Employee Performance Validity Test (Y).
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	14.8140	16.250	.776	.905
VAR00002	14.1860	14.631	.864	.887
VAR00003	14.3488	16.185	.740	.912
VAR00004	14.1163	15.867	.773	.906
VAR00005	14.4419	15.014	.815	.897

Source: SPSS Version 23 Processing Results.

From Table 4., above the output results of SPSS, it is known that the validity value is found in the Corrected Item-Total Correlation column, which means the correlation value between the score of each item and the total score in the respondent's answer tablative. The validity test results of 5 (five) questions on the employee performance variable can be declared valid (sub) because all coefficient values are more than

0.30.

b. Reliability Testing

Reliability is the degree of precision, precision or accuracy demonstrated by a measuring instrument. The questionnaire items are said to be reliable or reliable if a person's answers to the questionnaire are consistent. In this study, to determine whether the questionnaire is reliable or not using alpha cronbach. The questionnaire is said to be reliable if the cronbach alpha is > 0.60 and unreliable if it is equal to or below 0.60. The reliability of the questions that the author has asked to the respondents in this study will be seen in the Reliability Statistics table presented in the table below:

Table 5. Reliability Test (X1) Recruitment.

Reliability Statistics

Cronbach's Alpha	N of Items
,763	3

Source: SPSS Version 23 Processing Results

From Table 5 above, the output results of SPSS are known to have a Cronbach's Alpha value of 0.763 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 3 statements on the recruitment variable are reliable or said to be reliable.

Table 6. Reliability Test (X2) Motivation.

Reliability Statistics

Cronbach's Alpha	N of Items
,823	6

Source: SPSS Version 23 Processing Results.

From Table 6 above, the output results of SPSS are known to have Cronbach's Alpha values of 0.823 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 6 statements on the motivational variables are reliable or said to be reliable.

Table 7. Reliability Test (X3) Work Discipline.

Reliability Statistics

Cronbach's Alpha	N of Items
,896	4

Source: SPSS Version 23 Processing Results.

From Table 7 above, the output of SPSS is known to have a Cronbach's Alpha value of 0.896 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 4 statements on the work discipline variable are reliable or said to be reliable.

Table 8. Employee Performance Reliability Test (Y).

Reliability Statistics

Cronbach's Alpha	N of Items
,920	5

Source: SPSS Version 23 Processing Results.

From Table 8 above, the output results of SPSS are known to have Cronbach's Alpha values of 0.920 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 5 statements on employee performance variables are reliable or said to be reliable.

2. Classic Assumption Testing
a. Data Normality Test

The normality test aims to test whether in a regression, the perturbing or residual variable is normally distributed or not. Regression models are either normal or near-normal data distributions.
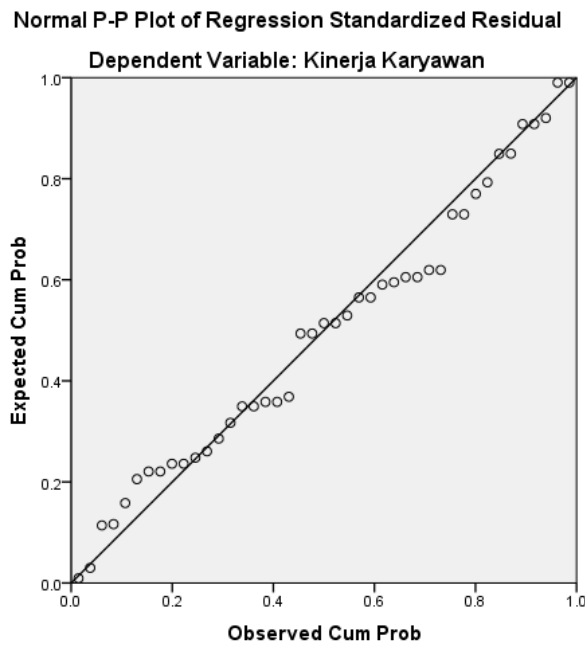
Fig. 2. PP Plot Normality Test.
Source: SPSS Version 23 Processing Results

Based on Figure 1, then for the results of the data normality test using the PP Plot image, it can be seen that the data points for the satisfaction variable are spread around the diagonal line so that the data has been distributed normally. From the two figures above, it can be concluded that after the data normality test was carried out, the data for the variables was distributed normally. So it is feasible to conduct a regression test to test the hypothesis that has been prepared by the researcher in this research.

b. Data Normality Test

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model.

Table 9. Multicollinearity.

Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Recruitment	,149	6,709
	Motivation	,140	7,135
	Work discipline	,823	1,215

a. Dependent Variable: Employee performance
Source : SPSS Version 23 Processing Results

Based on Table 9 above it can be seen that the Variance Inflation Factor (VIF) number is less than 10, including recruitment of 6,709 <10, motivation of 7,135 < 10, work discipline of 1,215 <10. The recruitment tolerance value was 0.149 > 0.1, motivation 0.140 > 0.1 and work discipline 0.823 >0.1 so that it was free from multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is a variance inequality from one residual observation to another. A good regression model is one in which heteroscedasticity does not occur.
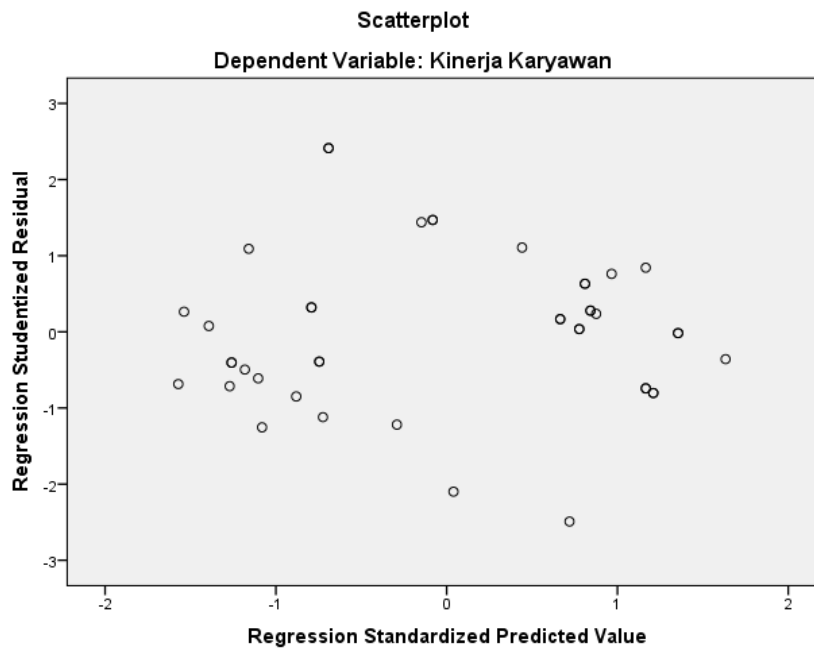
Fig. 3. Scatterplot Heteroscedasticity Test.
Source: SPSS Version 23 Processing Results

Based on figure 2 above, the scatterplot image shows that the resulting dots are spread out randomly and do not form a pattern or trend of a particular line. The image above also shows that the data spread is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words, the variables to be tested in this study are not heteroscedastious.

3. Multiple Linear Regression Analysis

Multiple linear regression aims to calculate the magnitude of the influence of two or more independent variables on one bound variable and predict the bound variable by using two or more independent variables. The formula for multiple regression analysis is as follows:

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

Table 10. Multiple Linear Regression.

Coefficientsa

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.468	2.839		1.222	.229
	Recruitment	-1.002	.504	-.529	-1.987	.054
	Motivation	.710	.286	.681	2.478	.018
	Work discipline	.749	.143	.595	5.250	.000

a. Dependent Variable: Employee performance
Source : SPSS Version 23 Processing Results

Based on Table 4.32, multiple linear regressions are obtained as follows:

$$Y = 3,468 - 1,002 X_1 + 0,710 X_2 + 0,749 X_3 + e.$$

The interpretation of the multiple linear regression equation is:
   a. If everything in the independent variables is considered zero, then the performance value of the employee (Y) is 3,468.
   b. If there is a decrease in recruitment by 1 unit, then the performance of employee (Y) will decrease by 1,002.
   c. If there is an increase in motivation by 1 unit, then the performance of the employee (Y) will

increase by 0.710.
d. If there is an increase in work discipline by 1 unit, then the performance of employees (Y) will increase by 0.749.

4. Hypothesis Test
a. Partial Significance Test (t-Test)

The Partial Test (t) shows how far the independent variables individually explain the variation of this test is carried out using a significance level of 5%. If the significance value t <0.05, it means that there is a significant influence between one independent variable on the bound variable. If the significance value t >0.05, it means that there is no influence between one independent variable and the bound variable.

Table 11. Partial Test (t).
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.468	2.839		1.222	.229
Recruitment	-1.002	.504	-.529	-1.987	.054
Motivation	.710	.286	.681	2.478	.018
Work discipline	.749	.143	.595	5.250	.000

a. Dependent Variable: Employee performance
Source: SPSS Version 23 Processing Results

Based on Table 11 above, it can be seen that the influence of recruitment, motivation and work discipline on employee performance. Significant testing with employee performance criteria: Ha is accepted and H0 is rejected, if t_{count} >t_{table} or Sig. t < a Ha is rejected and H0 is accepted, if t_{count} >t_{table} or Sig. t >a.

1) The results showed that the t_{count} was -1,987 <t_{table} 2,021 and significant 0.054 > 0.05, then H1 was rejected and H0 was accepted, which stated that recruitment partially had a negative and insignificant effect on employee performance. The previous hypothesis was rejected.
2) The results showed that the t_{count} was 2.478 >t_{table} 2.021 and significant 0.018 < 0.05, then H2 was accepted and H0 was rejected, which stated that motivation partially had a positive and significant effect on employee performance. The previous hypothesis was accepted.
3) The results showed that the calculation of 5,250 >t_{table} 2,021 and a significant 0.000 < 0.05, then H3 was accepted and H0 was rejected, which stated that work discipline partially had a positive and significant effect on employee performance. The previous hypothesis was accepted.

b. Simultaneous Significance Test (Test F)

The method used is to look at the level of significant (=0.05). If the significance value is less than 0.05 then H0 is rejected and Ha is accepted.

Table 12. Simultaneous Significance Test (Test F).
ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	589.312	3	196.437	18.520	.000b
Residual	413.665	39	10.607		
Total	1002.977	42			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Discipline, Recruitment, Motivation
Source: SPSS Version 23 Processing Results

Based on Table 12, it can be seen that Fcal is 18,520 while F_{table} is 2,839 which can be seen at a = 0.05. The significant probability is much smaller than 0.05, which is 0.000 < 0.05, so the regression model can be said that in this study, recruitment, motivation and work discipline simultaneously have a significant effect on employee performance. So the hypothesis of this study (H3) is accepted.

c. Coefficient of Determination

This determination coefficient analysis is used to determine the percentage of variation in the influence of the independent variable on the bound variable.

Table 13. Coefficient of Determination.
Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,767a	,588	,556	3,25681

a. Predictors: (Constant), Work discipline, Motivation, Recruitment

b. Dependent Variable: Employee performance

Source : SPSS Version 23 Processing Results

Based on Table 13 above, it can be seen that the adjusted R Square figure of 0.556 which can be called a determination coefficient which in this case means that 55.6% of employee performance can be obtained and explained by recruitment, motivation and work discipline. While the remaining 100% - 55.6% = 44.4% is explained by other factors or variables outside this research model such as incentives, career development, work environment and others.

4.2. Discussion

1. The Effect of Recruitment on Employee Performance

The results showed that the tcount -1,987 < ttable 2,021 and a significant 0.054 > 0.05, then H1 was rejected and H0 was accepted, which stated that recruitment partially had a negative and insignificant effect on employee performance at PT Ambassador of Light Putra Medan. The results of the study (Rivai, 2014) , prove that recruitment has no effect on employee performance. With recruitment which includes recruitment methods, procedures and recruitment sources. Based on the results of multiple linear regression, if there is a decrease in recruitment, employee performance will decrease by 1.002%.

2. The Effect of Motivation on Employee Performance

The results showed that the tcount was 2,478 > ttable 2,021 and significant 0.018 <0.05, then H2 was accepted and H0 was rejected, which stated that motivation partially had a positive and significant effect on employee performance at PT Ambassador of Light Putra Medan. The results of this study are in accordance with the research (Rivai, 2014) , which states that work motivation has a positive and significant effect on employee performance. With motivation that includes remuneration, working conditions, work facilities, work achievements, recognition from superiors and the work itself. Based on the results of multiple linear regression, if motivation increases, employee performance will increase by 0.710%.

3. The Effect of Work Discipline on Employee Performance

The results showed that the tcount of 5,250 > ttable 2,021 and a significant 0.000 <0.05, then H3 was accepted and H0 was rejected, which stated that work discipline partially had a positive and significant effect on employee performance at PT Ambassador of Light Putra Medan. The results of this study are in accordance with the research (Rivai, 2014) , ((Rivai, 2014) concluded that work discipline has a positive influence on employee performance. With work discipline that includes Obey the rules of time, obey the company's regulations, obey the rules of conduct at work and obey other regulations in the company. Based on the results of multiple linear regression, if work discipline improves, employee performance will increase by 0.749%.

4. The Influence of Recruitment, Motivation and Work Discipline on Employee Performance

The results show that Fcalculate is 18,520 while Ftabel is 2,839 which can be seen at a = 0.05 (see appendix table F). The significant probability is much smaller than 0.05, which is 0.000 <0.05, so the regression model can be said that in this study, recruitment, motivation and work discipline simultaneously have a significant effect on employee performance at PT Ambassador of Light Putra Medan. So the hypothesis of this study (H4) is accepted. The results of this study are in accordance with the research (Rivai, 2014) , With employee performance which includes work quality, work quantity, length of working hours, cooperation and supervision. Based on the results of multiple linear regression, if recruitment, motivation and work discipline increase, employee performance will increase by 3.468%.

5. Conclusion

Based on the analysis of data and the discussion of the research results, the following conclusions can be drawn: 1) Recruitment partially has a negative and insignificant effect on employee performance at PT Duta Cahaya Putra Medan, where the tcount is -1,987 < ttable 2,021 and significant 0.054 >0.05. 2) Motivation partially has a positive and significant effect on employee performance at PT. Duta Cahaya Putra Medan, where the count was 2,478 > 2,021 and significant 0.018 < 0.05. 3) Work discipline partially has a positive and significant effect on employee performance at PT Duta Cahaya Putra Medan, where the count is 5,250 > 2,021 and significant 0.000 <0.05. 4) Recruitment, motivation and work discipline have a significant effect simultaneously or together on employee performance at PT Duta Cahaya Putra Medan. Where based on the results of the F test, it can be known that the value of Fcal is 18.520 while the Ftable is 2.839 which can be seen at a = 0.05 (see the appendix of table F). The significant probability is much smaller than 0.05 which is 0.000 < 0.05.

Based on the results of the research and discussion as well as the conclusions that have been presented, the author provides several suggestions that are expected to be used as input for the management of PT Duta Cahaya Putra Medan, namely:

1) Regarding recruitment, it is recommended to PT Duta Cahaya Putra Medan to use an open method in recruiting employees so that the company gets employees who are really professional and can work well. Internal recruitment can be done by the company, namely by looking at the achievements of employees in the company. Companies should also take advantage of several mass media such as radio, newspapers, and social media for external recruitment. And also the company is expected to consistently use the job description that has been approved by the company to the maximum to ease the workload of employees and maximize the performance of each employee.

2) Regarding Motivation, it is recommended to PT Duta Cahaya Putra Medan to complete the equipment needed by employees so that it can make it easier for employees to complete their work and add equipment facilities such as: helmets (safety), gloves etc., so that employees are motivated to produce a job that is expected to be completed faster, more precisely and better.

3) Regarding Work Discipline, to improve discipline at work is to provide appropriate sanctions in accordance with the mistakes made by employees. This is intended for employees to work with discipline and be responsible for their work. If employees have high work discipline, it is hoped that they will be able to complete their work quickly and accurately so that it will improve their performance

4) The performance of employees at PT Duta Cahaya Putra Medan has been going well, and it is expected to continue to be improved in a better direction. Leaders should continue to select their employee recruitment, because this is interrelated with motivation in the company itself and the application of work discipline that can increase employee loyalty to the company where they work. Because if one of the three elements, namely recruitment, motivation and work discipline, is not well maintained, this will affect the overall performance of employees.

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