

THE INFLUENCE OF RECRUITMENT AND CAREER PATH DEVELOPMENT ON EMPLOYEE JOB SATISFACTION AT PT REFINDO INTISELARAS INDONESIA

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Abstract

The aim of this research is to determine the influence of recruitment and career path development on employee job satisfaction at PT. Refindo Intiselaras Indonesia. This research uses a quantitative approach with a causal associative type of research, which aims to determine the influence of two independent variables on one dependent variable. The population in this study were all employees who worked at PT. Refindo Intiselaras Indonesia, which is located at Jl. Basuki Rahmad No. 5, Sukosari, District. Kartoharjo, Madiun City, East Java. The sampling technique used was a saturated sampling technique (total sampling) with a sample size of 97 respondents. The data collection method used in this research is the questionnaire method. The research instrument used in this research is linear regression analysis. The research results show that: 1) partially the recruitment variable (X1) has a positive and significant influence on employee job satisfaction at PT. Refindo Intiselaras Indonesia, so the first hypothesis is accepted; 2) partially the career path development variable (X2) has a positive and significant influence on employee job satisfaction at PT. Refindo Intiselaras Indonesia, so the second hypothesis is accepted; 3) there is a positive and significant influence of recruitment and career path development on employee job satisfaction at PT. Refindo Intiselaras Indonesia, so the third hypothesis is accepted.

Keywords: Career Path Development, Employee Job Satisfaction, Recruitment

A. INTRODUCTION

The general conditions that exist show that the current employee recruitment system is increasingly modern and integrated with technology. Companies use various online platforms, such as company websites, job portals, and social media, to post job

advertisements and reach potential candidates. In addition, many companies also utilize recruitment management software (ATS) to manage and track the recruitment process. So, the current recruitment system is increasingly sophisticated with the help of technology. Companies need to adapt to these changes to attract the best talent and increase the efficiency of the recruitment process. Likewise at PT. Refindo Intiselas Indonesia is the focus of this research.

PT. Refindo Intiselas Indonesia is a national company that has been established since 1999 and operates in the field of general construction, supplier and manufacturer of mineral and coal mining equipment. In carrying out its business activities, PT Refindo Intiselas Indonesia always places human resources as an important asset that influences the continuity and success of the company. This company produces various types of underground transportation equipment such as the Granby Car, Mining Car, and Man Riding Car which are trusted by various mining companies in Indonesia. To support continued production and maintain quality, competent workforce or human resources are needed and have an understanding of technology and work safety.

Human resources are one of the internal factors that play an important role in the success or failure of an organization in achieving its goals, so they need to be directed through good human resource management. What is meant by human resource management is that the organization must be able to unite the perceptions or perspectives of employees and organizational leaders in order to achieve organizational goals, including through the formation of a good work mentality, providing work motivation, guidance, direction and good coordination in work by a leader to his employees (Hasibuan, 2018).

One thing that companies must pay attention to is employee job satisfaction. Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their work is enjoyable. A general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive (Afandi, 2021). Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters

involving physical and psychological factors (Sutrisno, 2019).

Handoko (2020) defines job satisfaction as whether employees are happy with their work or not. This feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. So it can be concluded that the definition of job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values.

Employee job satisfaction is very important for companies because it has a direct impact on productivity, employee retention and overall company image. Satisfied employees tend to be more motivated, engaged, and loyal, which ultimately contributes to organizational success. Thus, companies need to pay serious attention to and manage employee job satisfaction. Creating a positive work environment, providing appropriate rewards, and providing opportunities for personal development are some of the steps that can be taken to increase employee job satisfaction.

Likewise at PT. Refindo Intiselaras Indonesia really pays attention to employee job satisfaction. The existing phenomenon shows that employees of PT. Refindo Intiselaras Indonesia has quite high job satisfaction. This is because the salary received is in accordance with the provisions and employees feel comfortable working at PT. Refindo Intiselaras Indonesia because it has good relationships with superiors and colleagues. Apart from that, employees feel satisfied at work because the work they have to complete is in accordance with the employee's position and abilities (Source: PT. Refindo Intiselaras Indonesia, 2025).

LITERATURE REVIEW

Human Resource Management

Ricardianto (2018) explains that Human Resource Management is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that (goals) with the company, employees and society are maximized. According to Suparyadi (2015) human resource management is a system that aims to influence the attitudes, behavior and performance of

employees so that they are able to provide optimal contributions in order to achieve company goals.

Mangkunegara (2018) explains human resource management as the management and utilization of existing resources for individuals (employees). Management and utilization aims to achieve company goals optimally. Therefore, in a company it is necessary to manage and utilize employees optimally, so that the company continues to run and develop as it should.

Employee Recruitment

Recruitment is an important aspect that cannot be missed in a company's business activities. Effective recruitment can save costs and obtain human resources that suit needs. According to Rivai (2019), recruitment is essentially the process of determining and attracting job applicants who are capable of working in a company. According to Mathis (2016), recruitment is the process of producing a group of qualified applicants for organizational jobs.

Recruitment is a process of searching for and attracting prospective employees, where this process begins when applicants are sought and ends when the application is submitted (Handoko, 2019). Recruitment is an activity to find as many prospective workers as possible according to the available vacancies (Umar, 2018). Siagian (2018) also explains that recruitment is the process of searching for, finding and attracting capable applicants to be employed in an organization.

Career Path Development

Career path development is a career planning activity carried out to improve an individual's career in the future and make his life better. Rivai (2019) explains that the aim of all career path development programs is to match employee needs and goals with the career opportunities available in the company now and in the future.

According to Marwansyah (2016) Career path development is self-development activities undertaken by a person to realize their personal career plans. According to Rivai & Sagala (2017) stated that career path development is the process of increasing individual work abilities which is achieved in order to achieve the desired career. Meanwhile, according to Hamali (2018), career path development is personal

improvements carried out to achieve a career plan, improve and increase the effectiveness of employees' work implementation so that they are increasingly able to make the best contribution in realizing organizational goals.

Job satisfaction

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Handoko (2020) defines job satisfaction as whether employees are happy with their work or not. This feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. So it can be concluded that the definition of job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values.

B. METHODS

This research uses a quantitative approach with a causal associative type of research, which aims to determine the influence of two independent variables on one dependent variable. The population in this study were all employees who worked at PT. Refindo Intiseleras Indonesia, which is located at Jl. Basuki Rahmad No. 5, Sukosari, District. Kartoharjo, Madiun City, East Java. The sampling technique used was a saturated sampling technique (total sampling) with a sample size of 97 respondents. The data collection method used in this research is the questionnaire method. The research instrument used in this research is linear regression analysis.

C. RESULTS AND DISCUSSION

RESULTS

Multiple Linear Regression Analysis

Based on the results of the analysis that has been carried out, it can be seen that the regression equation in this research can be seen in the following table:

Table 1 Results of Multiple Linear Regression Analysis

		<i>Coefficients^a</i>			
		<i>Unstandardized</i>		<i>Standardized</i>	
		<i>Coefficients</i>		<i>Coefficients</i>	
Model		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>
1	(Constant)	4.932	1.079		4.571
	Recruitment	.416	.094	.547	4.427
	Career Path Development	.756	.130	.644	5.819

a. *Dependent Variable*: Job satisfaction

Based on the table above, the multiple linear regression line equation obtained in this research is as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e_i$$

$$\hat{Y} = 4,932 + 0,416X_1 + 0,756X_2 + e_i$$

In accordance with the regression equation obtained, the regression model can be interpreted as follows:

1. Constant value = 4.932. The constant value shows a positive value of 4.932. This shows that if the variables recruitment, career path development, and e_i (another variable not studied) are constant (0), then Job Satisfaction at PT. Refindo Intiselas Indonesia was 4,932.
2. The coefficient value $b_{-1} = 0.416$, meaning that if the value of the recruitment variable (X_1) increases by one point, while the other independent variables are constant, then Job Satisfaction at PT. Refindo Intiselas Indonesia experienced an increase of 0.416 points.
3. The coefficient value $b_{-2} = 0.756$, meaning that if the value of the career path development variable (X_2) increases by one point, while the other independent

variables are constant, then Job Satisfaction at PT. Refindo Intiselas Indonesia experienced an increase of 0.756 points.

T test

The results of the t test in this research were to determine the effect of recruitment and career path development on Job Satisfaction at PT. Refindo Intiselas Indonesia partially. The results of the t test analysis in this study are as follows:

Table 2. t test results

		<i>Coefficients^a</i>			
		<i>Unstandardized</i>		<i>Standardized</i>	
		<i>Coefficients</i>		<i>Coefficients</i>	
Model		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>
1	(Constant)	4.932	1.079		4.571
	Recruitment	.416	.094	.547	4.427
	Career Path Development	.756	.130	.644	5.819

a. *Dependent Variable: Job satisfaction*

Based on the results of the data analysis in the table above, it can be concluded as follows:

1. In the recruitment variable (X1) $t_{count} > t_{table}$, namely $4.427 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially the recruitment variable (X1) has a positive and significant influence on Job Satisfaction at PT. Refindo Intiselas Indonesia, so the first hypothesis is accepted. This shows that the higher the recruitment, the job satisfaction at PT. Refindo Intiselas Indonesia will also increase.
2. In the career path development variable (X2) $t_{count} > t_{table}$, namely $5.819 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially the career path development variable (X2) has a positive and significant influence on Job Satisfaction at PT. Refindo Intiselas Indonesia, so the second hypothesis is accepted. This shows that the higher the career level

development, the job satisfaction at PT. Refindo Intiselaras Indonesia will also increase.

Coefficient of Determination (R^2)

The coefficient of determination value in this research can be seen in the following table:

Table 3 Coefficient of Multiple Determination

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Durbin-Watson</i>
1	.928 ^a	.862	.860	1.997
a. <i>Predictors: (Constant), Career Path Development, Recruitment</i>				
b. <i>Dependent Variable: Job satisfaction</i>				

Based on the table above, the results obtained are that the Adjusted RSquare value is close to 1, namely 0.862, meaning there is a strong influence between the independent variable and the dependent variable. For the percentage contribution of the influence of recruitment and career path development on Job Satisfaction at PT. Refindo Intiselaras Indonesia as follows:

$$\begin{aligned} R^2 \times 100\% &= 0.862 \times 100\% \\ &= 86.2\% \end{aligned}$$

The large percentage influence of recruitment and career path development on Job Satisfaction at PT. Refindo Intiselaras Indonesia was 86.2%. Meanwhile, the remaining 13.8% is influenced by other independent variables not examined in this research.

DISCUSSION

The Effect of Employee Recruitment on Job Satisfaction

The first discussion is about the influence of employee recruitment on employee job satisfaction at PT. Refindo Intiselaras Indonesia. Based on the results of data analysis using the t test, the results obtained for the recruitment variable (X_1) $t_{count} > t_{table}$ are $4.427 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially the recruitment variable (X_1) has a positive and significant influence on employee job satisfaction at PT. Refindo Intiselaras Indonesia,

so the first hypothesis is accepted. This shows that the higher the recruitment, the employee job satisfaction at PT. Refindo Intiselas Indonesia will also increase.

Employee recruitment at PT. Refindo Intiselas Indonesia is still a manual calculation. Incoming job applications are screened for completeness. Then the selected employees are selected again by assessing them by filling in the sheets provided for the job application and interview files. After that, calculate the points of each selected job applicant with a percentage. Next, the highest points will be determined that will pass the selection. This process requires many sheets and time. So a decision support system is needed to help the process of selecting new employees and aims to minimize errors in work. The analytical hierarchy process method is used in this system and there are several menus according to needs, namely the admin main menu, leadership main menu, adding data, criteria list, AHP analysis, and assessment results reports. When processing data and calculations, it will be saved automatically. This makes work more effective. Instructions for use have been provided in the application so it is easy to apply (Source: PT. Refindo Intiselas Indonesia, 2025).

PT. Refindo Intiselas Indonesia needs to consider the qualifications and competencies of prospective workers so that they are in line with the company's needs. Good recruitment procedures will produce employees who are not only skilled but also have high loyalty to the company. Based on data, the majority of employees at this company have a vocational/high school educational background, with 74 people out of a total of 97 employees, which shows the dominance of the operational workforce. In addition, most employees have more than five years of service, which reflects good stability and loyalty to the company. However, this stability also needs to be balanced with a clear and transparent career path development strategy. Without a structured career path, high loyalty can turn into stagnation and reduce work motivation (PT. Refindo Intiselas Indonesia, 2025).

Recruitment can also be directed at increasing diversity and targeting higher education graduates to enrich perspectives and expertise in the company. The payroll system must also be designed flexibly to adapt to the dynamics of workforce needs. In this way, companies can remain competitive amidst intense industrial competition.

Therefore, employee recruitment influences job satisfaction.

Research conducted by Dandu (2022) explains that there is an influence of recruitment, competency, motivation, discipline and organizational culture on job satisfaction and employee performance in the West Halmahera Regency Government. Leevia (2022) also explains that there is an influence of recruitment on job satisfaction at PT. Indonesian knockers. Kumara (2023) also explains that there is an influence of recruitment on job satisfaction at the Grand Inna Malioboro Hotel in Yogyakarta. Juniarti (2023) also explains that there is an influence of recruitment on job satisfaction for PT employees. Wijaya Karya (Persero) Tbk in Jakarta.

The Influence of Career Path Development on Job Satisfaction

The second discussion is about the influence of career path development on employee job satisfaction at PT. Refindo Intiselaras Indonesia. Based on the results of data analysis using the t test, the results obtained for the career path development variable (X2) $t_{count} > t_{table}$ are $5.819 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially the career path development variable (X2) has a positive and significant influence on employee job satisfaction at PT. Refindo Intiselaras Indonesia, so the second hypothesis is accepted. This shows that the higher the career level development, the more employee job satisfaction at PT. Refindo Intiselaras Indonesia will also increase.

Career path development is a form of appreciation for the contribution and performance of employees who have been dedicated to the company. At PT. Refindo Intiselaras Indonesia, this aspect is important because the majority of employees are in entry-level positions or operational staff. Companies also need to develop a career development system that is sustainable and fair so as not to create inequality within the organization. Without good career development, companies risk losing internal potential who can actually occupy strategic positions.

Employee demographic data shows that the majority of workers in the company are men with a high school/vocational school education level. This composition shows that the company relies more on technical workers in the field. For this reason, career

development needs to be directed at increasing technical and managerial competence. Development of career paths at PT. Refindo Intiselarar Indonesia is related to employee length of service. The majority of PT employees. Refindo Intiselarar Indonesia has been working for > 5 years with 82 employees. The length of time an employee has worked shows that employees have the opportunity to develop their career path or improve their work position. PT. Refindo Intiselarar Indonesia provides opportunities to all employees fairly in terms of developing their career path.

PT. Refindo Intiselarar Indonesia also makes several efforts to support the development of employee career paths, namely by providing opportunities for employees to pursue higher education and providing training to employees. There are several efforts made by PT. Refindo Intiselarar Indonesia really supports employees in developing their career path at work. Employees with long tenure have a deep understanding of the company's culture and work systems.

If they are not given the opportunity to develop, the potential for stagnation will be greater (Pratamtomo & Prabantoro, 2024). Therefore, it is important for PT. Refindo Intiselarar Indonesia to not only retain loyal employees, but also provide them with a path to move up to a higher career level. Career path development has an influence on employee job satisfaction.

Research conducted by Sihotang (2020) explains that there is an influence of career development on job satisfaction of Lestari Mobilindo Showroom employees. Nadia (2020) also explained that there is an influence of career development on employee job satisfaction at the Secretariat Office of the Regional People's Representative Council (DPRD) of Riau Province, Pekanbaru City. Ompusunggu (2024) also explains that there is an influence of career development and competency on employee performance with job satisfaction as an intervening variable (Study of Bank Jateng Main Branch Employees). Astrika (2022) also explains that there is an influence of career development and work environment on the job satisfaction of PT employees. Johan Sentosa Bangkinang. Anwar (2024) also explained that there is an influence of career development on employee job satisfaction at the Makassar City Ministry of Religion Office. Fadilatunnisa (2023) also explained that there is an influence of career

development on employee job satisfaction at PT Antam TBK UBPE Pongkor (Mine Operation Sub-Section).

The Influence of Employee Recruitment and Career Path Development on Job Satisfaction

The third discussion is about the influence of recruitment and career path development on employee job satisfaction at PT. Refindo Intiselas Indonesia. Based on the results of data analysis using the t test, the calculated F result was 70.321 with a significance of $0.000 < 0.05$ (5%). This shows that there is a positive and significant influence of recruitment and career path development on employee job satisfaction at PT. Refindo Intiselas Indonesia, so the third hypothesis is accepted. This shows that there is an increase in recruitment and development of career paths, employee job satisfaction at PT. Refindo Intiselas Indonesia also experienced an increase.

Employee job satisfaction is very important for companies because it has a direct impact on productivity, employee retention and overall company image. Satisfied employees tend to be more motivated, engaged, and loyal, which ultimately contributes to organizational success. Thus, companies need to pay serious attention to and manage employee job satisfaction. Creating a positive work environment, providing appropriate rewards, and providing opportunities for self-development are some of the steps that can be taken to increase employee job satisfaction.

. Likewise at PT. Refindo Intiselas Indonesia really pays attention to employee job satisfaction. The existing phenomenon shows that employees of PT. Refindo Intiselas Indonesia has quite high job satisfaction. This is because the salary received is in accordance with the provisions and employees feel comfortable working at PT. Refindo Intiselas Indonesia because it has good relationships with superiors and colleagues. Apart from that, employees feel satisfied at work because the work they have to complete is in accordance with the employee's position and abilities.

However, based on the results of the pre-survey carried out, it can be seen that PT. Refindo Intiselas Indonesia still has a disparity between work positions and educational levels that is not fully evenly distributed, which can trigger dissatisfaction. For example,

there are still middle and senior level managers who only have a high school education, while employees with a bachelor's degree are in entry-level positions. This condition shows the need for adjustments between position, education and wages in order to create employee job satisfaction.

PT. Refindo Intiselaras Indonesia must pay more attention to employee job satisfaction because it has an impact on employee performance. There are several variables that can influence employee job satisfaction, namely employee recruitment and career path development. Research conducted by Kuncoro (2024) explains that there is an influence of recruitment and career development on job satisfaction (Case Study of PT Sembilan Sembilan Derajat Employees in South Jakarta). Bambulu (2023) also explains that there is an influence of recruitment and selection and career development on the job satisfaction of PT employees. Central Sulutgo Bank. Sitompul (2021) also explains that there is an influence of the recruitment, training and career development system on job satisfaction at PT Sinar Jernih Suksesindo. Resanty (2022) also explains that there is an influence of the recruitment and career development system on employee job satisfaction at PT. Kimia Farma Plant Medan.

D. CONCLUSION

Based on data analysis and discussion regarding the influence of recruitment and career path development on Job Satisfaction at PT. Refindo Intiselaras Indonesia can be concluded as follows:

1. Partially the recruitment variable (X1) has a positive and significant influence on Job Satisfaction at PT. Refindo Intiselaras Indonesia, so the first hypothesis is accepted. This shows that the higher the recruitment, the job satisfaction at PT. Refindo Intiselaras Indonesia will also increase.
2. Partially, the career path development variable (X2) has a positive and significant influence on Job Satisfaction at PT. Refindo Intiselaras Indonesia, so the second hypothesis is accepted. This shows that the higher the career level development, the job satisfaction at PT. Refindo Intiselaras Indonesia will also increase.

3. There is a positive and significant influence of recruitment and career path development on Job Satisfaction at PT. Refindo Intiselaras Indonesia, so the third hypothesis is accepted. This shows that there is an increase in recruitment and development of career paths, so Job Satisfaction at PT. Refindo Intiselaras Indonesia also experienced an increase).

E. SUGGESTIONS

Several parties can benefit from recommendations made based on the findings of this research, including:

1. For PT. Refindo Intiselaras Indonesia
 - a. You should pay more attention to the salary received by employees
 - b. You should pay more attention to developing employee career paths
 - c. You should carry out recruitment with easier requirements.
2. For Employees
 - a. You should work diligently in order to develop your career path
 - b. Must comply with all company regulations.
3. For other researchers
 - a. Also consider the contribution of the influence of other independent variables that influence Job Satisfaction which were not examined in this research.
 - b. Take a number of samples from different research objects so that different research results will be obtained.

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