

## DISCIPLINE, MOTIVATION, AND OB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT XX

Novita Setyawati<sup>1</sup>, Dewisriwoelandari Giningroem<sup>2</sup>, and Heni rohaeni<sup>3</sup>

<sup>1,2,3</sup> Faculty of Economic and Business, Universitas Bhayangkara Jakarta Raya  
Bekasi, Jawa Barat, Indonesia

Email: novita.wahyu@dsn.ubharajaya.ac.id<sup>1</sup>, dewi.sri@dsn.ubharajaya.ac.id<sup>2</sup>,  
<sup>3</sup>heni.rohaeni@dsn.ubharajaya.ac.id<sup>3</sup>

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### ABSTRACT

*Humans are assets for companies that must be directed and guided to have the ability according to the desired expectations, integrity, loyalty, and high morale need to be applied to employees to have a sense of responsibility for work discipline, motivation, and job satisfaction they do. Poor work discipline, motivation, and job satisfaction can cause various problems in a company, such as employee performance. This study aims to determine whether work discipline, work motivation, and job satisfaction affect employee performance. The method used is the PLS method. All indicators of the work discipline variable have a significant negative effect on employee performance with a path coefficient of 0.476. Meanwhile, work motivation has a negative and insignificant effect on employee performance with a path coefficient of 0.065. Furthermore, the variable job satisfaction has no significant positive effect on employee performance with a path coefficient of 0.495.*

**Keywords:** Discipline, Motivation, Job Satisfaction, Employee Performance

### 1.0 INTRODUCTION

Human Resources (HR) is one of the important and main factors in all forms of the organization so it needs special attention, handling, and treatment in addition to other beneficial factors. According to the book (Sedarmayanti, 2017), the purpose of human resources is to advise management on human resource policies to ensure the organization or company has highly motivated and high-performing human resources, equipped with the means to deal with change. Human resources have a very large role in an organization, especially in achieving the goals of the organization. Organizations are created with certain goals to be achieved (Rohaeni, 2019). The success of achieving organizational goals is fully supported by employee behavior, therefore employees have an important role in forming and managing organizations and utilizing existing technology and knowledge insights in achieving organizational goals.

Work discipline is a reflection of the behavior of an employee in a company to follow the rules that have been determined in the company, if there is no good work discipline in employees, then there is nothing that the company can expect. Work discipline is a tool used by leaders to communicate with employees so that they are willing to change behavior according to the rules of the game that have been set according to Lijan Poltak Sinambela (2018:335). The application of work discipline to employees aims to encourage employees to

want to follow various standards or rules that apply in a company so that abuse of work can be overcome (Arenofsky, 2017). The importance of work discipline is to realize the attitude of a high sense of responsibility towards the tasks assigned to employees. Therefore, it is necessary to evaluate employee performance as a reference to employees which will later refer to the sanctions that will be given, either verbal warnings or written warning letters for violations of work discipline that have caused the employee's performance to be less good. In a company, both large and small companies must have a way of making efforts to improve employee performance, one of which is to increase employee performance by providing work motivation.

Motivation encourages someone to work better by applicable procedures and also the target standards that have been set. Motivation is a valuable thing because the motivation of each individual can encourage employees to be willing to work hard and be enthusiastic in achieving high work productivity (Intan Ummu & TynaYunita, 2020). Work motivation is directing the power and potential of subordinates so that they want to work together productively to achieve and realize the goals that have been determined (Lecturer, 2018). Motivation gives a person reason to work well in doing his job, for example, a harmonious work environment, a nurturing work leader, adequate work facilities, great salary, and work incentives, as well as protected occupational health and safety and career development according to job evaluations. or the appointment of employees as permanent employees and others, related to this, the company must actively respond to all deficiencies and the needs needed to support the motivation and performance of its employees. According to Robbins in the book (Wibowo, 2016) states motivation is a process that causes intensity, direction, and individual persistence towards achieving goals.

Job satisfaction can be triggered by factors such as salary earned, supportive coworkers, comfortable work environment, adequate facilities, and working conditions that support information (Ashar Sunyoto, 2014).

In the results of the observation that the existing problem is a discipline problem, there are still some employees who do not comply with the applicable regulations in the company, such as arriving late and not on time, not coming to work without explanation, and approaching break time, employees are still carelessly playing cell phones and also the lack of a sense of responsibility for the tidiness and cleanliness of the store this can later trigger employee performance appraisals.

Based on the data, it can be seen that in a span of 5 years from 2017 to 2021, there was an increase in late attendance at work in 2018 as many as 74 cases from the previous 2017 as many as 346 cases to 420 cases in 2018, and also the same thing happened again in 2020 experienced an increase in the number of late attendance at work as many as 29 cases, from previously in 2019 as many as 230 cases to 259 cases, but in 2021 there was a decrease in the number of late attendance at work by 93 cases from the previous year in 2020 as many as 259 cases to 166 cases late attendance At work, this is what must be considered about how to manage discipline and also motivate employees at work.

## **2.0 LITERATURE REVIEW**

### **2.1 Employee Performance**

Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit oriented, which is produced during a certain period according to Fahmi in the journal (Novita & Nur, Endah, 2018). Meanwhile, according to Mathis and Jackson in the journal (Efendi, Rifai, Bahrun, et al, 2020), performance is what employees do or do not do in a job.

Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics according to the book (Afandi, 2018). Meanwhile, performance according to Rivai and Sagala in the journal (Ryani and Muhamd, 2020) states that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the organization.

According to the book (Afandi, 2018), the performance indicators are as follows:

1. Quantity of Work

All kinds of units of measure related to the amount of work can be expressed in numerical measures or other numerical equivalents.

2. Quality of Work

All kinds of units of measure related to the quality or quality of the work can be expressed in numbers or other numerical equivalents.

3. Efficiency in Carrying Out Tasks

Diversify resources wisely and in a cost-effective manner.

4. Work Discipline

Comply with applicable laws and regulations.

5. Initiative

The ability to decide and do the right thing without having to be told, being able to find what should be done with something around, trying to keep moving to do some things even though the situation is getting more difficult.

6. Accuracy

The level of suitability of the work measurement results in whether the work has achieved its goals or not.

7. Leadership

The process of influencing or setting an example by the leader to his followers to achieve organizational goals.

8. Honesty

One of human nature that is quite difficult to apply.

9. Creativity

Mental processes that involve generating ideas or those involving generating ideas.

## 2.2 Work Discipline

Work Discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms according to Rivai (as cited in Afandi, 2018), according to Hartatik in the journal (Novita, 2018). Endah, Nur, 2018) discipline is a tool or means for organizations to maintain their existence.

According to Trijanuar (as cited in Andi et al., 2020), discipline is the starting point of all success in order to achieve the goals of an organization. The application of work discipline to employees aims to encourage employees to want to follow various standards or rules that apply in a company so that work abuse can be overcome according to Arenofsky in the journal (Razak et al., 2018)

According to Drs. H. Malay S.P. Hasibuan in the journal (Ryani & Muhamad, 2020) explains that work discipline is the sixth most important operational function of human resource

management because the better the employee discipline, the higher the level of discipline so that the employee's work performance is better.

The purpose of work discipline according to the book (Afandi, 2016) is as follows:

1. So that the workforce occupies all labor regulations and policies as well as applicable company regulations and policies, both written and unwritten, and carries out management orders.
2. Can use and maintain the facilities and infrastructure, goods, and services of the company as well as possible. As for employees, they will get a pleasant working atmosphere so that it will add to the atmosphere of morale in carrying out their work.
3. Can act and behave in accordance with the norms that apply to the company. If the work environment is disciplined, an employee will be disciplined, but if the organizational work environment is not disciplined then an employee will also be undisciplined.
4. The workforce is able to produce high productivity in accordance with company expectations, both in the short and long term.

According to Fauzia Agustin in the journal (Siswadi, 2016) indicators of work discipline can be described as follows:

1. Attendance rate
2. How to work
3. Work obedience
4. Work consciousness
5. Responsibility

### **2.3 Work Motivation**

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Rivai (as cited in Rukhyati, 2018). Meanwhile, according to Samsudin (as cited in Sulila, 2019), motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to other people, in this case, employees, to take certain actions.

According Siagian (2017) says that motivation is a psychological state that encourages, activates, or moves as well as motivation to direct and channel a person's behavior, attitudes, and actions that are always associated with the achievement of goals, both organizational goals and personal goals of each member. Meanwhile, according to Indahingwati in the journal (Paais, & Pattiruhu, 2020,), motivation is the power that allows a person to act towards certain goals.

According to Robbins and Mary (as cited in Rukhayati, 2018) Motivation is the willingness to make a high-level effort to achieve organizational goals conditioned by the ability of the business to satisfy the needs of a number of individuals. Furthermore, Robbins and Coulter (2018) described motivation is a process where a person tries to increase the energy and enthusiasm for something which is then maintained to achieve goals and can become an agent for employees to improve organizational performance (Sekhar et al., 2013)

Work motivation is directing the power and potential of subordinates so that they want to work together productively to achieve and realize the goals that have been determined according to Lecturers in the journal (Razak et al., 2018) while according to Robbins in the book (Wibowo, 2016) states motivation as a process that causes intensity (intensity), direction (direction), and continuous effort (persistence) individuals towards the achievement of goals. Intensity shows how hard a person tries. But the high intensity is unlikely to lead to good performance results unless efforts are made in a direction that benefits the organization because the quality and intensity of the effort must be considered. Motivation has constant effort. Motivation is a measure of how long a person can maintain their efforts.

## Motivation Theories

### 1. Hierarchy of Needs Theory

This theory was first put forward by Abraham Maslow, it can be said that this theory is the most popular when compared to other motivational theories. This theory explains that every human being has needs (needs) whose emergence is highly dependent on individual interests.

#### a. Physiological needs

Physiological needs are the most basic needs in human life. Humans in their lives prioritize physiological needs because these needs are the most basic needs for human life.

#### b. Safety Needs

The need for security is the second level need, namely the need for safety from physical and emotional harm, for example, the employees feel safe in carrying out their work activities such as health insurance, health benefits, and pension benefits.

#### c. Social Needs

The next need is a social need, humans are social creatures in carrying out their lives. Humans are creatures who need help from other people.

#### d. Self-Esteem Needs

Self-esteem needs include self-respect factors such as self-esteem, economy, and achievement, and external respect factors, for example, status, recognition, and attention. At this level, humans have maintained their image, because they feel that their self-esteem has increased from before.

#### e. Self-Actualization Needs

The last need is the highest need of the other needs, the need for self-actualization. This need is an encouragement to become someone who is in accordance with his ambitions which includes growth, achievement of potential, and self-fulfillment of needs.

Furthermore, Maslow divides the five needs into high-order needs and low-order needs. Low-order needs include physiological and safety needs, while high-order needs include social, esteem, and self-actualization needs. The difference between the two orders is that high-order needs are met internally, that is, they come from within the person, while low-order needs are met externally or come from outside the person, such as wages, labor union contracts, and years of service.

## **2. Two-Factor Theory**

The two-factor theory was first proposed by Frederick Herzberg. The satisfaction factor or motivator factor can be said to be a satisfying factor because it can provide one's job satisfaction and can also improve the performance of workers, but this factor cannot cause dissatisfaction if it is not fulfilled. So the satisfaction factor is not the opposite of the dissatisfaction factor. The satisfaction factor is also referred to as intrinsic motivation.

The dissatisfaction factor, also known as the hygiene factor or the maintenance factor, is a factor that originates from job dissatisfaction. These factors include company policy and administration, supervision, salary, interpersonal relations, working conditions, job security, and job status (job status). The dissatisfaction factor is not the opposite of the satisfaction factor. This means that the unfulfilled factors of dissatisfaction are not the cause of job satisfaction but only reduce job dissatisfaction. This dissatisfaction factor is also known as extrinsic motivation because the factors that cause it are not from a person but from outside himself.

## **3. Theory X and Y**

Theories X and Y were first proposed by Douglas McGregor. In this theory, two different views about humans will be put forward, basically, one is negatively characterized by theory X, and the other is positively characterized by theory Y.

## **4. ERG theory**

This theory was first put forward by Clayton Alderfer who continued the hierarchy of needs theory. Alderfer continues the hierarchy of needs theory which is more closely related to the results of empirical research so that the results are closer to reality (real conditions). Alderfer divides human needs into three groups, namely, existence (existence/E), relationship (relatedness/R), and growth (growth/G). The group of existence is concerned with giving the individual the basic material conditions of existence. This component, when linked to the hierarchy of needs theory, is the same as the physiological relationship and a sense of security. The second group of needs is the relationship group, namely the desire one has to maintain important interpersonal relationships. Desire and status demand interaction with other individuals that are satisfied, and these desires when linked to the hierarchy of needs theory are social and esteem needs. Whereas growth need is an intrinsic desire for individual development, it includes an intrinsic component of the hierarchy of needs theory is the same as self-actualization

## **5. Terrorist Justice**

This theory suggests that people always compare the inputs they give to their work with the results obtained from their work. The inputs or contributions are in the form of education, experience, training, and effort, while the results received are in the form of awards. Comparisons can be made with people who are at the same level in the same job in an organization. Based on this comparison, as a consequence, two possibilities will be obtained, namely equity and injustice. Something that is said to be fair is if the inputs as their

contribution to the company are the same as what they feel they receive from the company. On the other hand, injustice occurs when the inputs are not the same as what they receive from the company.

There are several motivational goals according to Hasibuan (as cited in Kurniasari, 2018), which are aimed at:

1. Encouraging employee passion and enthusiasm
2. Improve employee morale and job satisfaction.
3. Increase employee productivity.
4. Maintaining the loyalty and stability of the company's employees
5. Improve discipline and reduce employee absenteeism.
6. Streamlining employee procurement
7. Creating a good working atmosphere and relationship
8. Increase employee creativity and participation.
9. Increase the level of employee welfare.
10. Enhancing employees' sense of responsibility towards their duties
11. Improving the efficiency of the use of tools and raw materials
12. Improve employee performance.

According to Ridwan in the journal (Yunimas & Putro, 2016), work motivation can be measured through the following indicators:

1. Decent wage or salary
2. Incentives are given by the leadership.
3. Maintain self-respect.
4. Spiritual needs
5. Active passivation
6. Placing employees in the right place
7. Creating a sense of security in the future
8. Pay attention to the work environment.
9. Motivated to move forward.
10. Creating healthy competition

Some of the previous studies have examined the effect of work performance on employee performance, among others (Newman *et al.*, 2015; Rita *et al.*, 2017; Sudiardhita *et al.*, 2018; Prabowo *et al.*, 2018; and Sulila, 2019).

Motivation will be effective when someone knows how well their role in the organization (Hersey and Blanchard, 1988). There are two motivations, namely intrinsic motivation, and extrinsic motivation. Intrinsic motivation is the motivation that makes a person behave because of interest and satisfaction with the activities he carries out, among others progress, recognition, and responsibility, while extrinsic motivation is motivation which is a form of appreciation or praise that makes a person behave towards the activities he does, among others consists of supervision, salary, company policies, and working conditions to explain measuring work motivation (Robbins (2006). Furthermore, Luthans (2002) explains that work motivation involves valence indicators (among others trust, suitability, and comfort items) and expectations (consisting of wages/salaries, achievement regulations, opportunities, and form of achievement items) to measure work motivation.

## 2.4 Job Satisfaction

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Rivai (as cited in Rukhyati, 2018). Meanwhile, according to Samsudin in the journal (Sulila, 2019), motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to other people, in this case, employees, to take certain actions.

Job satisfaction (Byars et al., 2016) that high job satisfaction can achieve the goals of business organizations effectively, while low levels of job satisfaction can cause threats and will bring destruction or setbacks for business organizations quickly or slowly.

Gibson et al. (2010) states that job satisfaction is an individual's attitude towards service that comes from their perception of their work. (George and Jones, 2012) states that job satisfaction is a collection of feelings, thoughts, and beliefs about how a person responds to his work.

Kreitner and Kinicki, 2014 stated that five factors can affect the emergence of job satisfaction, namely:

1. Fulfillment of Needs

Job characteristics that can provide opportunities for employees to meet their needs.

2. Difference

This factor states that satisfaction is an outcome that can meet expectations. Fulfillment of expectations describes the difference between what is expected and what employees want to get in carrying out their work

3. Value Achievement

Satisfaction is the result of the perception of work that gives full importance to individual work values.

4. Justice

Satisfaction is a function of how the individual is treated fairly in the workplace.

5. Genetic Component

This factor is based on the belief that job satisfaction is partly a function of personal traits and genetic factors that exist and are innate to employees.

### 3.0 RESEARCH METHODOLOGY

This study uses a survey method using a questionnaire designed using a Likert scale to measure work discipline, work motivation, and job satisfaction on individual performance at PT XX. The unit of analysis in this study is the individual who works at PT XX.

The population in this study were permanent employees at PT XX. The sampling technique used the Slovin formula with a margin of error of 5% and obtained a sample of 34 respondents using a purposive sampling technique with the criteria, permanent employees of PT XX, employees who have worked at least 2 years at PT XX

This study uses data analysis Partial Least Square (PLS). Partial Least Square (PLS) analysis is a multivariate statistical technique that compares multiple dependent variables with multiple independent variables (Abdillah, 2015, p. 161). PLS is a variant-based SEM method that is designed to solve multiple regression when specific problems are found in the data, for example, such as a small research sample size, missing data (missing values), and multicollinearity.

The purpose of PLS is to predict the effect of variable X on Y and to explain the theoretical relationship between the two variables. According to Talbot (as cited in Abdillah, 2015, p. 162), PLS is a regression method that can be used to identify factors which are a combination of X as an explanatory variable and Y as a response variable.

According to Abdillah (2015, p. 180), there are three categories in the parameter estimation carried out on the measurement model and the structural model in PLS. First, the weight estimate is used to generate the latent variable score. Second, the path estimate describes the weight of the contribution of variations in changes in the independent variable to the dependent variable. Third, is the mean score and regression constant for the latent variable.



There are three iteration processes in conducting PLS (Abdillah, 2015). The first iteration produces a weight estimate which is carried out in the algorithm iteration. The weight estimate is used as a parameter of the validity and reliability of the instrument. The second iteration produces the values of the inner and outer models. Inner the model is used as a significant parameter in hypothesis testing, while the outer model is used as a parameter of construct validity (reflective and formative). The third iteration produces mean scores and latent variable constants that are used as parameters, the nature of the causal relationship, and the average value of the resulting sample.

### **3.1 Measurement Method (Outer Model)**

The outer model or measurement model is a description of the relationship between the indicator block and its latent variables (Abdillah, 2015). The measurement model itself is used to test the construct validity and instrument reliability. According to Cooper et al (Abdillah, 2015, p. 194) The validity test was conducted to determine the ability of the research instrument to measure what should be measured. A reliability test is used to measure the consistency of measuring instruments in measuring a concept or can measure the consistency of respondents in answering question items in questionnaires or research instruments.

#### **Construct Validity Test**

According to Hartono (as cited in Abdillah, 2015, p. 195), construct validity shows how well the results obtained from the use of a measurement are in accordance with the theories used to define a construct. The strong correlation between the construct and the question items and the weak relationship with other variables is one way to test construct validity. Construct validity consists of convergent validity and discriminant validity.

#### **Convergent Validity**

Convergent validity relates to the principle that the measure of a construct should be highly correlated (Abdillah, 2015). According to Hartono (as cited in Abdillah, 2015, p. 195), convergent validity occurs if the scores obtained from two different instruments measuring the same construct have a high correlation. Convergent validity test in PLS with reflective indicators is assessed based on the loading factor (correlation between item scores or component scores with construct scores) indicator indicators that measure these constructs. Hair et al in (as cited in Abdillah, 2015, p. 195) suggested that the rule of thumb which is usually used to make the initial examination of the factor matrix is  $\pm 30$  which is considered to have met the minimum level, for loading  $\pm 40$  is considered better, and for loading  $\pm 0.50$  considered practically significant. Thus, according to Chin (Abdillah, 2015, p. 195) the higher the value of the loading factor, the more important the role of loading in interpreting the factor matrix. The rule of thumb used for convergence validity is outer loading  $> 0.7$ , communality  $> 0.5$ , and Average Variance Extracted (AVE)  $> 0.5$ .

#### **Discriminant Validity**

According to Hartono (as cited in Abdillah, 2015, p. 195), discriminant validity occurs when two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated. Another method used in assessing discriminant validity is to compare the AVE roots in each construct with the correlation between the constructs and other constructs in the model.

#### **Reliability Test**

According to Hartono (as cited in Abdillah, 2015, p. 196), reliability shows the accuracy, consistency, and accuracy of a measuring instrument in making measurements. The reliability test in PLS uses two methods, namely Cronbach's alpha and Composite reliability.

According to Chin (as cited in Abdillah, 2015, p. 196), Cronbach's alpha measures the lower limit of the reliability value of a construct, while composite reliability measures the real value of the reliability of a construct. However, according to Salisbury, Chin, Gopal, and Newsted

(Abdillah, 2015, p. 196), composite reliability is considered better in estimating the internal consistency of a construct.

According to Hair et al (as cited in Abdillah, 2015, p. 196), Rule Of Thumb, alpha value or composite reliability must be greater than 0.7 even though the value of 0.6 is still acceptable. However, according to Cooper (as cited in Abdillah, 2015, p. 197), the internal consistency test is not absolute to use if the construct validity has been met, because a valid construct is a reliable construct, on the other hand, a reliable construct is not necessarily valid.

### 3.2 Structural Method (Inner Model)

The inner model or structural model describes causality between latent variables that are built on the substance of the theory (Abdillah, 2015). The structural model in PLS is evaluated by using the dependent construct, path coefficient values, or t-values for each path to test the significance between constructs in the structural model. The value is used to measure the level of variation of the change in the independent variable on the dependent variable. The higher the value, the better the prediction model of the proposed research model. However, it is not an absolute parameter in measuring the accuracy of the prediction model because the theoretical basis of the relationship is the most important parameter to explain the causality relationship (Abdillah, 2015).

The path coefficient value or the inner model shows the level of significance in hypothesis testing. According to Chain (as cited in in Abdillah, 2015, p. 197) the path coefficient score or inner model indicated by the T-statistical value, must be above 1.96 for the two-tailed hypothesis and above 1.64 for the one-tailed hypothesis) for hypothesis testing at 5% alpha and 80% power.

## 4.0 RESULT AND DISCUSSION

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PLS is an alternative approach based on variance which is more predictive in nature. Testing the PLS structural model in this study was carried out using SmartPLS software version 3 for window, with the following steps:

1. Designing structural model (*inner model*)
2. Designing measurement model (*outer model*)
3. Estimate of path coefficient, loading, and weight
4. Evaluation (goodness of fit)

### A. Structural Model (*Inner Model*)

The structural model is a model that shows the relationship between latent variables (constructs). Structural model is formed from problem formulation.

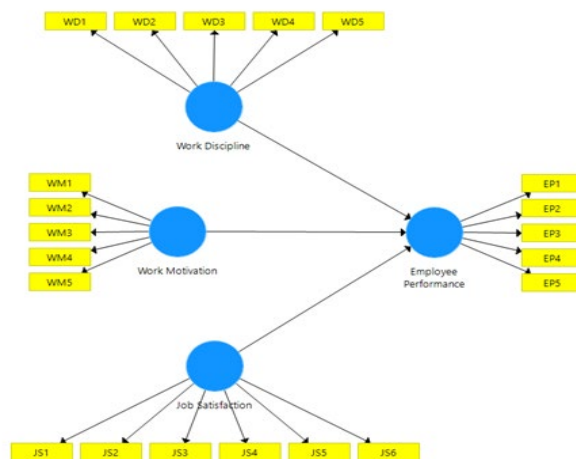


Figure 1. Structural Model (*Inner Model*)

### B. Measurement Model (Outer Model)

The measurement model is a model that shows the latent variables complete with operational variables. The following measurement model (outer model)



Figure 2. Model Pengukuran (*Outer Model*)

#### 1. Validitas Convergent

Before testing the hypothesis to predict the relationship between the latent variable (construct) in the structural model, the measurement model is first evaluated to verify the indicator and latent variables to be next tested.

Based on the structural model in Figure 2 above, it can be seen that the loading factor value of each latent variable indicator is greater than 0.7. So it can be concluded that these indicators have a good convergent validity value.

Meanwhile, the path coefficient value for the latent work discipline variable is -0.476, and for the latent work motivation variable it is -0.065. Furthermore, the latent variable Job satisfaction has a value of 0.495 in assessing employee performance. So it can be concluded that job satisfaction contributes the greatest value in assessing employee performance compared to work discipline and work motivation.

## 2. Composite Reliability dan convergent Validity

**Table 1. Composite Reliability**

	<i>Cronbach's Alpha</i>	<i>Rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Employee Performance</i>	0.954	0.959	0.966	0.846
<i>Job Satisfaction</i>	0.862	0.884	0.896	0.593
<i>Work Discipline</i>	0.844	0.860	0.887	0.611
<i>Work Motivation</i>	0.852	0.830	0.886	0.613

Based on the composite reliability value presented in table 1, it shows that the four latent variables (construct) have a composite reliability value above 0.6. This means that the indicators that have been set in the study are able to measure each latent variable (construct) well or it can be said that the five measurement models are reliable

**Table 2. Convergent Validity**

	<i>Employee Performance</i>	<i>Job Satisfaction</i>	<i>Work Discipline</i>	<i>Work Motivation</i>
<i>Employee Performance</i>	0.920			
<i>Job Satisfaction</i>	0.431	0.770		
<i>Work Discipline</i>	-0.428	0.152	0.782	
<i>Work Motivation</i>	-0.329	-0.137	0.411	0.763

Meanwhile, a good convergent validity value is indicated by the higher correlation between the indicators that make up a construct. In table 2 it can be seen that the AVE value has a value above the minimum criterion of 0.5. So it can be concluded that the convergent validity measure is good or has met the convergent validity criteria.

Furthermore, to measure the outer model in addition to convergent validity and composite reliability, it is discriminant validity can also be used, which can be seen from the uppermost value in each variable, the root value of the AVE, while the lower value is the correlation value between variables, with a criterion value of the root of AVE is bigger than the correlation value between latent variables. In table 2 above, it can be seen that the root value of the topmost AVE is greater than the correlation value between latent variables, so it can be said that employee performance, work discipline, work motivation, and job satisfaction have good discriminant validity.

### C. Estimation Path Coefficient, loading, and weight.

1. Structural model (inner model) is a model that describes the relationship between latent variables evaluated using path coefficients. The results of the path coefficients and t-statistic values are obtained through the bootstrapping process.

**Table 3. T-Statistics**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (IO/STDEV)</i>	<i>P Values</i>
<i>Job Satisfaction → Employee Performance</i>	0.495	0.432	0.286	1.733	0.084
<i>Work Discipline → Employee Performance</i>	-0.476	-0.445	0.109	4.354	0.000
<i>Work Motivation → Employee Performance</i>	-0.065	-0.110	0.163	0.400	0.689

The value of t-statistics is used to see if the value between the latent variables is significant or not significant by using the criteria if the value of the t-statistic is greater than 1.96 and by looking at the exogenous latent variables that affect employee performance with criteria if the p value is smaller than 0.05. It can be concluded that the relationship between latent variables is significant.

Table 3 above shows that the latent variables of job satisfaction and work motivation have t-statistic values of 1.733 and 0.400 < 1.96 and have p-values of 0.084 and 0.689 > 0.05. Meanwhile, the latent work discipline variable has a t-statistic value of 4.354 > 1.96, while the p-value is 0.000 < 0.05. So it can be said that the latent variable of job satisfaction and work motivation has no significant effect on employee performance, while work discipline has a significant effect on employee performance.

2. The feasibility test of the model is obtained by using the value of R<sup>2</sup> (R-Square)

**Table 4. R-Square Value**

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Employee Performance</i>	0.438	0.378

In table 4 above, it can be seen that the R-Square of employee performance in this study is 0.438. This figure explains that the variability of endogenous variables that can be explained by the variability of exogenous variables is 43.8%. In SEM PLS, if the R-Square value is above 0.26, it can be said that the model is good.

3. Model Fit

**Table 5. Goodness of Fit Model**

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.125	0.125
NFI	0.490	0.490

To see whether the research model is a fit or not, it can be seen from the SRMR value or using the NFI value, with the criteria that the SRMR value is 0.05 and the NFI value is 0.9.

In table 5 above, it is found that the SRMR value is 0.125 > 0.05. So it can be concluded that overall it can be said that the model formed is fit, meaning that the model has a high ability to explain empirical data.

## 5.0 CONCLUSIONS

All indicators of the work discipline variable have a significant negative effect on employee performance with a path coefficient of 0.476. Meanwhile, work motivation has a negative and insignificant effect on employee performance with a path coefficient of 0.065. Furthermore, the variable job satisfaction has no significant positive effect on employee performance with a path coefficient of 0.495.

Based on the discussion and conclusions, the suggestions given are as follows: Expected to pay attention to the needs and desires of employees as a means of supporting the results of better employee performance. These include employee internal factors, efforts to regenerate or rejuvenate the cashier's computer, and digitizing the data input process.

It is expected to have a high work ethic towards behavior and work discipline so that later the leadership will recommend employees to a better career path.

It is expected that the company can continue to spur and maintain the performance of its employees by increasing the job satisfaction of its employees so that employee performance can continue to increase.

Based on the results of the research above, work discipline has a significant negative effect on employee performance, because it is necessary to make efforts to maintain work discipline and process quality so that employees can further improve their performance, including the leaders must provide examples of good work discipline to their subordinates and employees in order to improve their performance. The work process must continue to synergize and support each other between all divisions within the company.

Meanwhile, the results of research on work motivation and job satisfaction on employee performance show a negative influence, therefore the company must always encourage all employees and not only demand performance, in addition to providing employees with facilities that can support and support their work, as well as give responsibility to employees according to the abilities of employees. Furthermore, so that companies can increase employee motivation, companies should strive to create a safe and comfortable work environment for employees, provide training for employee self-development, provide clear career paths, give appreciation and attention to employees, and provide pay according to workload and expertise. owned by employees.

## 6.0 FUTURE RESEARCH

For further research, it is better to use a larger sample so that it can produce a more suitable model. In addition, it is necessary to add other variables besides those studied in this study related to employee performance, including the ability to interact between employees and the tendency to share knowledge. In addition, there is a need for studies in selecting indicators in research variables.

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