



# The Effect of Training, Work Discipline and Work Motivation on Employee Performance

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## ABSTRACT

**Purpose** - This study aims to determine and analyze the effect of training, work discipline and work motivation on employee performance mediated by job satisfaction at emp bentu ltd..

**Methodology/approach** - This research is a quantitative study with a research sampling method, namely the saturated sample method, which is a sampling technique when all members of the population are used as samples with a sample of 238 respondents.

**Findings** - The results of this study are the variables of training, work discipline and work motivation mediated by job satisfaction have a positive and significant effect on employee performance, **Novelty/value** - This research has strong practical implications for human resource management and organizational leaders. The results can help them design more effective training programs, improve work discipline, and motivate employees in a better way to improve overall organizational performance.

**Keywords:** Training, Work Discipline, Work Motivation, Job Satisfacon, Employee Performance

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## INTRODUCTION

In today's competitive era, every company or organization must be able to improve and develop the company by creating various ways that have been arranged in a program to improve employee performance. Many factors are involved in improving the performance of a company. One important factor that must be considered by the company in achieving its goals is the Human Resources (HR) factor. Human Resource Management in a company as the development, utilization of employees in

order to achieve effective individual, organizational, community, nation and international goals and objectives (Kiggundu 1989) in Sulistiayani (2019). Similar to Afandi (2018) Human Resource Management is the science and art of managing the relationship and role of labor efficiently and effectively so as to achieve the goals of the company, employees and society.

Employee performance is a process, where during the implementation of work, efforts are made to improve so that the achievement of results or performance can be optimized (Ningsih and Natalia, 2020). Performance within the company is the process of measuring and assessing the level of success of a person in activities and the results achieved by a person in performing job duties. Human Resources who perform poorly as a serious matter and must be prevented, so the company makes efforts to have Human Resources who perform well.

The role of Human Resources management is very important in managing Human Resources, one of which is through training activities to achieve maximum performance and improve the quality of Human Resources. Training is usually carried out for new employees who have been accepted into the company before being placed and assigned according to the field, but training also applies to experienced old employees. According to Kaswan (2019) training within the company as a process of increasing employee knowledge and skills, which includes changing attitudes so that employees can do work more effectively. So that the training process is focused on the implementation of work and the application of knowledge to the implementation of specific tasks.

In addition to training, work discipline can also be seen as an effort to improve employee performance in the company. Work discipline is a process used to deal with performance problems, this process involves managers in identifying and communicating performance problems to employees. (Sarmigi *et al.*, 2022).. With the implementation of this system, it is hoped that employees can carry out their duties and responsibilities properly for their work so as to improve employee performance. Order is the main characteristic of an organization and discipline is one of the methods to maintain order. The main purpose of discipline is to increase efficiency as much as possible by avoiding waste of time and effort. Discipline also seeks to resolve differences of opinion among employees and prevent disobedience caused by misunderstandings. The company has mandatory rules that must be obeyed by employees so that employees have high work discipline so that organizational goals are achieved. Discipline is the most important operational function in human resource management because the more disciplined the employee, the higher the success. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. This will encourage work passion, work enthusiasm, and the realization of organizational goals (Hasibuan, 2018). Efforts to improve employee performance are the most serious management challenge because success in achieving business goals and survival depends on the quality of personnel activities in it.

In addition to training and work discipline, work motivation is also a factor in improving employee performance, work motivation is something that arises from a person's desire by arousing passion as well as desire from within a person so that it can influence and direct attitudes to achieve company goals. Human resources are one of the most important elements in determining the success of a company in achieving its goals. To achieve company goals, one of the things that needs to be done is to provide a driving force that can cause, channel and maintain the attitudes and characteristics of employees so that they are willing to work in accordance with what the company wants. The driving force is referred to as motivation. Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and sincerity so that the results of the activities he does get good and quality results.

Employee job satisfaction is an important factor in a company, namely to support the achievement of company goals. Employees are very valuable company assets that must be managed properly by the company in order to make a maximum contribution. One of the things that must be of concern to the company is the job satisfaction of employees. Employees who do not feel comfortable at work, are less valued, and cannot develop all the potential they have, then automatically employees cannot focus and concentrate fully on the work they do. Employee job satisfaction can be seen not only when

doing work, but also related to other aspects such as interactions with coworkers, superiors, following regulations, and the work environment. Job satisfaction is a pleasant or unpleasant emotional state for employees towards their work. Job satisfaction reflects a person's feelings towards their job which can be seen from the employee's attitude towards work and everything in the work environment.

Based on previous research by Dirman and Setyaningrum (2023) with the title "The Effect of Work Discipline and Work Environment on Employee Performance Mediated by Job Satisfaction of PT Singa Terbang Dunia Cikarang" the results show that work discipline mediated by job satisfaction has a positive and significant effect on employee performance. Furthermore, by Majid et al (2021) with the title "The Effect of Work Motivation on Employee Performance with Job Satisfaction as a Mediating Variable" the results show that work motivation mediated by job satisfaction has a positive and significant effect on employee performance. Furthermore, by Asshidiq (2018) with the title "the effect of training and work environment on performance with job satisfaction as an intervening variable in civil servants of the Yogyakarta city education office" the results show that training mediated by job satisfaction has a positive and significant effect on employee performance. Based on the explanation above, researchers are interested in conducting research with the title The Effect of Training, Work Discipline and Work Motivation on Employee Performance Mediated by Job Satisfaction at EMP Bentu Ltd.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Arisanti *et al* (2019) employee performance is the availability of individuals or groups to carry out tasks and develop them according to their role with the expected results. The ability of employees to work to carry out and improve their work and responsibilities to achieve targets and goals that have been set. According to Husain (2019) Performance is an activity that involves all behaviors and actions that are regulated by employees and provide benefits that can help the company achieve its goals. Regulations or attitudes of controlled employees are expected to benefit the company both in quantity and quality in the hope of achieving company goals.

### **Training**

The definition of training according to Bangun (2017) is a process of improving employee work skills that are used as the basis for improving and moving jobs, moving jobs from one job to another of the same level, needing an understanding of the job through employee training to help achieve company goals and objectives. Similar to Sutrisno (2018) argues that job training is intended to equip employees with the right skills and ways to use work equipment. Mangkunegara (2018) says that training is a short-term educational process that uses systematic and organized procedures where non- managerial employees learn technical knowledge in limited purposes. Rivai and Ella Jauvani Sagala (2018) state that training as part of education which involves the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice over theory. The experts' opinions on the definition of training show some similarities, while some of the differences are complementary. Thus it can be concluded that training is a process of improving employee work skills, teaching new or existing employees the basic skills they need to do their jobs, as a basis for improving performance to help achieve company goals and objectives.

### **Work Discipline**

According to Husain (2018) work discipline is a type of employee initiative aimed at increasing and influencing awareness, employee behavior, and attitudes, so that employee behavior seeks to comply or cooperate with other employees and improve work performance voluntarily. According to Setyawati, Aryani, & Ningrum, (2018) discipline is a person's initiative to comply with all relevant

general rules and standards. Good discipline represents the level of duties and responsibilities given to him, which is to increase work motivation, enthusiasm in carrying out his work, and to achieve organizational goals. The voluntary situation of workers to comply with any company guidelines to achieve company goals. According to Sinambela, Al Hakim, & Irfan (2019) discipline is doing what has been agreed upon by written, oral or regulatory agreements or habits with leaders and workers. Rules are made and agreed upon by all employees in the company, both superiors and subordinates,

both written and oral. And ready to accept punishment if you do not carry out the agreed rules. Discipline can be interpreted as an attitude or behavior and actions in accordance with the rules set by the company or agency concerned, both written and unwritten (Paruru *et al.*, 2020).

### **Work Motivation**

Motivation comes from the Latin word *movere* which means encouragement, driving force or power that causes an action or action. Motivation is an encouragement or strength that exists in a person to influence others in doing a job or activity so as to achieve a predetermined goal. According to Maruli (2020) Stating that work motivation is everything that arises from a person's desire, by causing passion and desire from within a person that can influence and direct and maintain behavior to achieve goals or desires in accordance with the scope of work. According to Eka Santi *et al.*, (2021) work motivation is an encouragement that grows from inside and outside the individual to do work with all abilities and skills with high enthusiasm to achieve goals. According to Ahmadi (2021) work motivation is a number of human behavior processes in carrying out activities to achieve goals. Based on the above understanding, it can be concluded that work motivation is the encouragement or strength of a person who can influence other individuals both attitudes and behavior to do work in achieving the goals that have been aspired to.

### **Job Satisfaction**

Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. The definition of job satisfaction according to experts, among others: According to Robbins, job satisfaction is a general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. Greenberg and Baron describe job satisfaction as a positive or negative attitude that individuals have towards their work. According to Baehaki M (2020) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors. According to Priyono and Marnis (2019) Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction can also be expressed as an employee's emotional state where there is a meeting point between the level of compensation the employee wants. Dissatisfaction at work will lead to aggressive behavior, or on the contrary will show an attitude of withdrawal from contact with the social environment. For example, by taking an attitude to quit the company, like skipping class, and other behaviors that tend to avoid organizational activities.

### **METHOD**

The method that researchers use in research is quantitative descriptive method. Descriptive quantitative is a research method that describes and explains the independent variables to analyze their effect on the dependent variable. (Sugiyono, 2018). The location of this research was conducted at EMP Bentu Ltd. This research time was conducted from April to July 2023. The sampling technique used by researchers is saturated sampling. According to Sugiyono (2018) saturated sampling is a sampling technique when all members of the population are used as samples. This study uses saturated sampling, where all members of the population are sampled. Population can be defined as a generalization area consisting of objects or subjects that have the quantity and characteristics set by researchers to study and then draw conclusions. (Sugiyono, 2017). The population in this study were all employees of EMP Bentu Ltd, totaling 238 employees. The data sources used in this study are primary and secondary data sources. According to Sugiyono (2017) Primary data is data obtained from the first source either from individuals or individuals such as the results of interviews or the

results of filling out questionnaires. The questionnaire survey is a survey method using a research questionnaire. The primary data sources used in this study are data derived from EMP Bentu Ltd

employees. Secondary data is data obtained from companies in a form that is ready to be compiled or processed. In this study, secondary data sources came from HRD EMP Bentu Ltd. Data analysis was carried out using the *Partial Least Square* (PLS) method using SmartPLS version 3 *software*.

## RESULT AND DISCUSSION

### Result

#### Validity Test

##### Convergent Validity (Validity Test Using Outer Loading)

Convergent validity of the measurement model with reflection indicators can be seen from the correlation between item scores or construct indicators. Individual indicators are considered valid if they have a correlation value above 0.70. The expected value is  $>0.70$ . According to Chin as cited by Imam Ghazali, the outer loading value between 0.5- 0.6 is considered sufficient to meet the requirements of convergent validity. SmartPLS output for outer loading can be seen in table 4.1 as follows.

**Table 1. Outer Loading**

	X1	X2	X3	Y	Z
X.1.3.1	0,810				
X.1.3.2	0,892				
X.1.3.3	0,748				
X.1.4.1	0,726				
X.1.4.2	0,820				
X.1.4.3	0,848				
X.2.1.1		0,918			
X.2.1.2		0,924			
X.2.1.3		0,839			
X.2.2.1		0,920			
X.2.2.2		0,818			
X.2.2.3		0,861			
X.2.3.1		0,909			
X.2.3.2		0,887			
X.2.3.3		0,917			
X.2.4.1		0,864			
X.2.4.2		0,903			
X.2.4.3		0,856			
X.2.5.1		0,862			
X.2.5.2		0,814			
X.2.5.3		0,856			
X.3.1.1			0,772		
X.3.1.2			0,834		
X.3.1.3			0,761		
X.3.2.1			0,752		
X.3.2.2			0,781		
X.3.2.3			0,821		
X.3.3.1			0,869		
X.3.3.2			0,801		
X.3.3.3			0,889		
X.3.4.1			0,880		
X.3.4.2			0,825		

X.3.4.3		0,780
X1.1.1	0,797	
X1.1.2	0,803	
X1.1.3	0,806	
X1.2.1	0,797	
X1.2.2	0,895	
X1.2.3	0,853	
Y.1.1		0,883
Y.1.2		0,858
Y.1.3		0,754
Y.2.1		0,913
Y.2.2		0,805
Y.2.3		0,847
Y.3.1		0,852
Y.3.2		0,912
Y.3.3		0,760
Y.4.1		0,818
Y.4.2		0,817
Y.4.3		0,798
Z.1.1		0,804
Z.1.2		0,882
Z.1.3		0,885
Z.2.1		0,789
Z.2.2		0,753
Z.2.3		0,787
Z.3.1		0,784
Z.3.2		0,776
Z.3.3		0,892
Z.4.1		0,794
Z.4.2		0,881
Z.4.3		0,893
Z.5.1		0,879
Z.5.2		0,892
Z.5.3		0,889

Source: SmartPls Processed Data, 2023

Validity testing for reflective indicators using the correlation between the item score and the construct score. Measurement with reflection indicators indicates a change in an indicator in a construct if other indicators in other constructs change or are removed from the model. So it can be concluded that of all the constructs of Training, Work Discipline, Work Motivation, Job Satisfaction and Performance have valid data by having a value above 0.50.

#### **Discriminant Validity (Validity Test Using AVE)**

Discriminant Validity is measured by comparing the square root value of average variance extraced (AVE) of each construct with the correlation between constructs and other constructs in the model. If the square root value of the AVE of each construct is greater than the correlation value between constructs and other constructs in the model, it selects a good discriminant validity value.

**Table 2. Discriminant Validity or Cross Loading**

	Training	Work Discipline	Motivation	Performance	Job Satisfaction
X.1.3.1	0,810	0,722	0,714	0,752	0,729
X.1.3.2	0,892	0,794	0,892	0,913	0,903
X.1.3.3	0,748	0,812	0,759	0,749	0,790
X.1.4.1	0,726	0,704	0,688	0,687	0,713
X.1.4.2	0,820	0,803	0,801	0,783	0,757
X.1.4.3	0,848	0,756	0,771	0,833	0,805
X.2.1.1	0,831	0,918	0,853	0,841	0,876
X.2.1.2	0,890	0,924	0,880	0,879	0,893
X.2.1.3	0,766	0,839	0,763	0,770	0,794
X.2.2.1	0,840	0,920	0,850	0,863	0,869
X.2.2.2	0,767	0,818	0,781	0,790	0,836
X.2.2.3	0,792	0,861	0,809	0,802	0,841
X.2.3.1	0,887	0,909	0,875	0,885	0,888
X.2.3.2	0,825	0,887	0,836	0,798	0,839
X.2.3.3	0,858	0,917	0,850	0,844	0,868
X.2.4.1	0,779	0,864	0,768	0,753	0,783
X.2.4.2	0,909	0,903	0,871	0,874	0,874
X.2.4.3	0,837	0,856	0,813	0,823	0,808
X.2.5.1	0,800	0,862	0,800	0,776	0,789
X.2.5.2	0,735	0,814	0,804	0,777	0,801
X.2.5.3	0,792	0,856	0,781	0,763	0,802
X.3.1.1	0,729	0,707	0,772	0,716	0,703
X.3.1.2	0,756	0,780	0,834	0,778	0,779
X.3.1.3	0,714	0,658	0,761	0,708	0,711
X.3.2.1	0,803	0,767	0,752	0,785	0,786
X.3.2.2	0,726	0,764	0,781	0,759	0,771
X.3.2.3	0,800	0,755	0,821	0,810	0,812
X.3.3.1	0,807	0,843	0,869	0,855	0,840
X.3.3.2	0,820	0,803	0,801	0,783	0,757
X.3.3.3	0,889	0,791	0,889	0,912	0,891
X.3.4.1	0,825	0,817	0,880	0,816	0,836
X.3.4.2	0,781	0,766	0,825	0,797	0,787
X.3.4.3	0,742	0,717	0,780	0,803	0,789
X1.1.1	0,797	0,696	0,728	0,767	0,741
X1.1.2	0,803	0,715	0,747	0,771	0,785
X1.1.3	0,806	0,745	0,808	0,821	0,792
X1.2.1	0,797	0,740	0,809	0,773	0,776
X1.2.2	0,895	0,898	0,882	0,876	0,890
X1.2.3	0,853	0,799	0,817	0,816	0,819
Y.1.1	0,876	0,876	0,863	0,883	0,913
Y.1.2	0,818	0,789	0,835	0,858	0,843
Y.1.3	0,783	0,780	0,772	0,754	0,732
Y.2.1	0,892	0,794	0,892	0,913	0,903
Y.2.2	0,780	0,735	0,778	0,805	0,803
Y.2.3	0,790	0,785	0,847	0,847	0,844

Y.3.1	0,806	0,800	0,796	0,852	0,840
Y.3.2	0,889	0,791	0,889	0,912	0,891
Y.3.3	0,780	0,793	0,773	0,760	0,749
Y.4.1	0,794	0,705	0,777	0,818	0,768
Y.4.2	0,831	0,802	0,794	0,817	0,812
Y.4.3	0,732	0,701	0,770	0,798	0,769
Z.1.1	0,785	0,774	0,749	0,770	0,804
Z.1.2	0,834	0,870	0,861	0,852	0,882
Z.1.3	0,856	0,765	0,864	0,889	0,885
Z.2.1	0,787	0,736	0,811	0,827	0,789
Z.2.2	0,741	0,699	0,766	0,742	0,753
Z.2.3	0,729	0,785	0,733	0,746	0,787
Z.3.1	0,779	0,746	0,790	0,785	0,784
Z.3.2	0,702	0,817	0,742	0,735	0,776
Z.3.3	0,838	0,851	0,831	0,854	0,892
Z.4.1	0,775	0,802	0,800	0,789	0,794
Z.4.2	0,876	0,877	0,843	0,860	0,881
Z.4.3	0,887	0,861	0,857	0,899	0,893
Z.5.1	0,867	0,837	0,818	0,876	0,879
Z.5.2	0,905	0,855	0,888	0,881	0,892
Z.5.3	0,842	0,762	0,854	0,888	0,889

Source: Smartpls Processed Data

Based on the *discriminant validity* data above, the diagonal value is the AVE square root value and the value below is the correlation between constructs. The AVE square root value in the table above is higher than the correlation value, so it can be concluded that the model is valid because it has met *discriminant validity*. Another way to measure discriminant validity is to look at the square root value of average variance extracted (AVE), the recommended value is above 0.50. The following is the reliability test value seen from the AVE value in the table below.

**Table 3. Average Variance Extracted (AVE)**

Average Variance Extracted (AVE)	
Training	0,669
Work Discipline	0,769
Work Motivation	0,664
Employee Performance	0,699
Job Satisfaction	0,706

Source: SmartPls Processed Data, 2023

Based on Table 4.3, it provides an AVE value above 0.50 for all constructs. Training has an AVE of 0.669, Work Discipline has an AVE of 0.769, and Work Motivation has an AVE of 0.664, Employee Performance has an AVE of 0.669 and Job Satisfaction has an AVE of 0.706. So it can be concluded that all variable constructs of Training, Work Discipline, Work Motivation, Performance and Job Satisfaction have a high AVE value and all constructs have a value above > 0.50.

**Reliability Test**

The test is used to measure stable or constant measurement results, and is reliable/reliable. Indicated by a person's answer to a question is consistent or stable from several tests, through the internal consistency



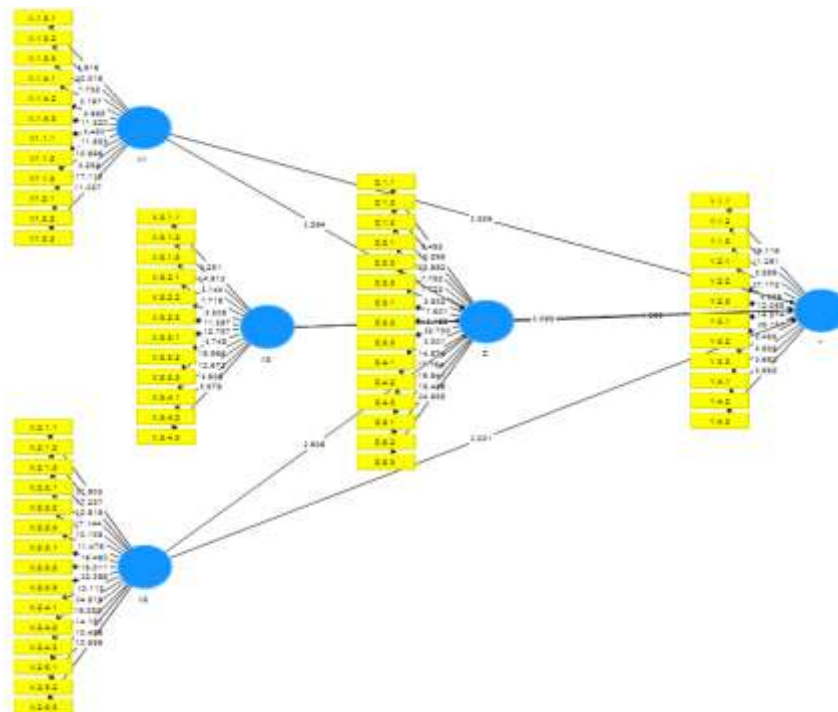
method through the composite reliability feature and Cronbach's Alpha coefficient. According to Chin (1998) in Ghozali and Latan (2015), the value used to obtain reliability consists of Cronbach's Alpha and Composite Reliability must exceed 0.70 for confirmatory research and a value of 0.60 - 0.70 is still acceptable for exploratory research. The results of this test are as follows: To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two ways are used, namely with Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha provides a lower value so it is recommended to use composite reliability and the value must be more than 0.7. In table 4.14 below, it can be seen that all variable values in reliability testing using both Cronbach's Alpha and composite reliability have values above 0.7, and validity testing using AVE with a value of more than 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0,955	0,957	0,960	0,669
X2	0,978	0,979	0,980	0,769
X3	0,954	0,955	0,959	0,664
Y	0,960	0,962	0,965	0,699
Z	0,970	0,971	0,973	0,706

Source: SmartPls Processed Data, 2023

The conclusion of data processing shows satisfactory numbers, all variables are above the 0.70 threshold, indicating the consistency and stability of the instruments used is high. It is concluded that all the constructs of this study have become fit measuring instruments, and have good reliability.



**R-Square (R2 )**

**PLS Model**

R-Square is used to measure the predictive power of the structural model. R-Squares explains the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive

effect. R-squares values of 0.67, 0.33 and 0.19 indicate strong, moderate and weak models(Chin *et al.*, 1998 in Ghozali and Latan, 2015). The following is Table 4.5

**Table 5. R Square**

	R Square	R Square Adjusted
Y	0,984	0,982
Z	0,968	0,965

*Source: SmartPls Processed Data, 2023*

From the R-Squares results in Table 5 the results of the coefficient of determination analysis above, it can be concluded as follows:

The R Square value of the joint or simultaneous influence of X1, X2 and X3 on Y is 0.984 with an adjusted r square value of 0.982. So, it can be explained that all exogenous constructs (X1, X2 and X3) simultaneously affect Y by 0.982 or 98.2%. Because Adjusted R Square is more than 67%, the influence of all exogenous constructs X1 and X2 on Y is strong. The R Square value of the joint or simultaneous influence of X1, X2, X3 and Y on Z is 0.968 with an adjusted r square value of 0.965. So, it can be explained that all exogenous constructs (X1, X2, X3 and Y) simultaneously affect Z by 0.965 or 96.5%. Because Adjusted R Square is more than 67%, the influence of all exogenous constructs X1, X2, X3 and Y on Z is strong.

**Hypothesis Test**

To find out whether a hypothesis is accepted or rejected, it can be done by paying attention to the significance value between constructs, t-statistics and p-values. In this way, the measurement and standard error estimates are no longer calculated with statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of t-values is greater than 1.96 and or the value of p-values is less than 0.05, then Ha is accepted and Ho is rejected and vice versa. The following are the results of hypothesis testing using the Bootstrapping menu in the Smartpls software

**Table 6. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y	0,242	0,237	0,113	2,143	0,033
X2 -> Y	0,175	0,158	0,074	2,366	0,018
X3 -> Y	0,226	0,232	0,097	2,333	0,020
X1 -> Z -> Y	0,242	0,237	0,113	2,143	0,033
X2 -> Z -> Y	0,175	0,158	0,074	2,366	0,018
X3 -> Z -> Y	0,226	0,232	0,097	2,333	0,020
Z -> Y	0,643	0,626	0,145	4,449	0,000

*Source: SmartPls Processed Data, 2023*

Based on Table 4.6, the determination of whether the hypothesis is accepted or rejected is explained as follows:

The parameter coefficient for variable X1 on Y is 0.242, which means that there is a positive effect of

X1 on Y. Or it can be interpreted that the higher the value of X1, the more Y will increase. An increase of one unit of X1 will increase Y by 24.2%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X1 on Y bootstrap results are 0.237 with a calculated t value of 2.143 and a standard deviation of 0.113. Then the p value is 0.033 <0.050 so accept H1 or which means that the direct effect of X1 on Y is meaningful or statistically significant.

The parameter coefficient for the X2 variable on Y is 0.175, which means that there is a positive effect of X2 on Y. Or it can be interpreted that the higher the value of X2, the more Y will increase. An increase of one unit of X2 will increase Y by 17.5%. Based on calculations using bootstrap or resampling, where the test results of the X2 estimation coefficient on Y bootstrap results are 0.158 with a calculated t value of 2.366 and a standard deviation of 0.074. Then the p value is 0.018 <0.050 so accept H1 or which means that the direct effect of X2 on Y is meaningful or statistically significant.

The parameter coefficient for variable X3 on Y is 0.226, which means that there is a positive effect of X3 on Y. Or it can be interpreted that the higher the value of X3, the more Y will increase. An increase of one unit of X3 will increase Y by 22.6%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X3 on Y bootstrap results are 0.232 with a calculated t value of 2.333 and a standard deviation of 0.097. Then the p value is 0.020 <0.050 so accept H1 or which means that the direct effect of X3 on Y is meaningful or statistically significant.

The parameter coefficient for the variable X1 on Y through Z is 0.242, which means that there is a positive indirect effect of X1 on Y through Z. Or it can be interpreted that the higher the value of X1, the more Y through Z will increase. Or it can be interpreted that the higher the value of X1, the more Y through Z will increase as well. An increase of one unit of X1 will increase Z through Y by 24.2%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X1 on Y through Z bootstrap results are 0.237 with a calculated t value of 2.143 and a standard deviation of 0.113. Then the p value is 0.033 <0.050 so accept H1 or which means the direct effect of X1 on Y through Z is meaningful or statistically significant.

The parameter coefficient for the X2 variable on Y through Z is 0.175, which means that there is a positive indirect effect of X2 on Y through Z. Or it can be interpreted that the higher the value of X2, the more Y through Z will increase. Or it can be interpreted that the higher the value of X2, the more Y through Z will increase. An increase of one unit of X2 will increase Z through Y by 17.5%. Based on calculations using bootstrap or resampling, where the test results of the X2 estimation coefficient on Y through Z bootstrap results are 0.158 with a calculated t value of 2.366 and a standard deviation of 0.074. Then the p value is 0.018 <0.050 so accept H1 or which means that the direct effect of X2 on Y through Z is meaningful or statistically significant.

The parameter coefficient for the X3 variable on Y through Z is 0.226, which means that there is a positive indirect effect of X3 on Y through Z. Or it can be interpreted that the higher the value of X3, the more Y through Z will increase. Or it can be interpreted that the higher the value of X3, the more Y through Z will increase. An increase of one unit of X3 will increase Z through Y by 22.6%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X3 on Y through Z bootstrap results are 0.232 with a calculated t value of 2.333 and a standard deviation of 0.097. Then the p value is 0.020 <0.050 so accept H1 or which means that the direct effect of X3 on Y through Z is meaningful or statistically significant.

The magnitude of the parameter coefficient for the Y variable on Z is 0.643, which means that there is a positive influence of Y on Z. Or it can be interpreted that the higher the value of Y, the more Z will increase. An increase of one unit of Y will increase Z by 64.3%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of Y on Z bootstrap results are 0.626 with a calculated t value of 4.449 and a standard deviation of 0.145. Then the p value is 0.000 <0.05 so accept H1 or which means the direct effect of Y on Z is meaningful or statistically significant.

## **Discussion**

### **The Effect of Training on Employee Performance EMP Bentu Ltd.**

The parameter coefficient for variable X1 on Y is 0.242, which means that there is a positive effect of X1 on Y. Or it can be interpreted that the higher the value of X1, the more Y will increase. An increase of one unit of X1 will increase Y by 24.2%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X1 on Y bootstrap results are 0.237 with a calculated t value of 2.143 and a standard deviation of 0.113. Then the p value is  $0.033 < 0.050$  so accept H1 or which means that the direct effect of X1 on Y is meaningful or statistically significant. This means that the better the training, the better the performance of EMP Bentu Ltd employees. This statement is in line with Simamora's research (2018) which states that the purpose of job training is to improve employee performance that is not satisfactory due to lack of skills. Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve organizational goals legally, not against the law and in accordance with morals and ethics.

### **The Effect of Work Discipline on Employee Performance EMP Bentu Ltd.**

The parameter coefficient for the X2 variable on Y is 0.175, which means that there is a positive effect of X2 on Y. Or it can be interpreted that the higher the value of X2, the more Y will increase. An increase of one unit of X2 will increase Y by 17.5%. Based on calculations using bootstrap or resampling, where the test results of the X2 estimation coefficient on Y bootstrap results are 0.158 with a calculated t value of 2.366 and a standard deviation of 0.074. Then the p value is  $0.018 < 0.050$  so accept H1 or which means that the direct effect of X2 on Y is meaningful or statistically significant. The results of this study are in line with the opinion of Hasibuan (2018), stating that discipline is an operative function of human resource management because the better the employee's discipline, the higher the work performance he achieves. Without good employee discipline, it is difficult for company organizations to achieve optimal results. According to Rivai (2019) Work discipline is one of the factors that can affect performance in organizations through self-discipline because self-discipline plays a very large role in achieving organizational goals. Through self-discipline, an employee not only respects himself but also respects others. The discipline formed within an employee is a reflection of the magnitude of a person's sense of responsibility for the tasks assigned to him, this encourages work enthusiasm, work enthusiasm, and the realization of organizational goals, employees, and society in general.

### **The Effect of Work Motivation on Employee Performance EMP Bentu Ltd.**

The parameter coefficient for variable X3 on Y is 0.226, which means that there is a positive effect of X3 on Y. Or it can be interpreted that the higher the value of X3, the more Y will increase. An increase of one unit of X3 will increase Y by 22.6%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X3 on Y bootstrap results are 0.232 with a calculated t value of 2.333 and a standard deviation of 0.097. Then the p value is  $0.020 < 0.050$  so accept H1 or which means that the direct effect of X3 on Y is meaningful or statistically significant. The results of this study are in line with Rivai's theory (2019) showing that the stronger the work motivation, the higher the employee performance will be. This means that any increase in employee work motivation will provide a very significant increase in employee performance in carrying out their work. Work motivation and employee performance are two different things, but both have a relationship in the organization. Work motivation is one of the many that can affect employee performance. Motivation is used as a driving force for an individual to take action in the implementation of performance.

### **The Effect of Work Discipline Mediated by Job Satisfaction on Employee Performance EMP Bentu Ltd.**

The parameter coefficient for the X2 variable on Y through Z is 0.175, which means that there is a positive indirect effect of X2 on Y through Z. Or it can be interpreted that the higher the value of X2,

the more Y through Z will increase. Or it can be interpreted that the higher the value of X2, the more Y through Z will increase. An increase of one unit of X2 will increase Z through Y by 17.5%. Based on calculations using bootstrap or resampling, where the test results of the X2 estimation coefficient on Y through Z bootstrap results are 0.158 with a calculated t value of 2.366 and a standard deviation of 0.074. Then the p value is  $0.018 < 0.050$  so accept H1 or which means that the direct effect of X2 on Y through Z is meaningful or statistically significant. This is in accordance with the research of Kartikasari and Djastuti (2019) showing that job satisfaction is able to mediate the effect of work discipline on employee performance. An employee who has job satisfaction will certainly have high loyalty to the company where he works, employees will carry out various kinds of tasks assigned with a full sense of responsibility. According to Rianto & Ocktaliani (2019) states that with someone behaving disciplined at work, psychologically the employee feels satisfied with what he does. Supported by high job satisfaction, it will result in high employee performance as well.

### **The Effect of Work Motivation Mediated by Job Satisfaction on Employee Performance EMP Bentu Ltd .**

The parameter coefficient for the X3 variable on Y through Z is 0.226, which means that there is a positive indirect effect of X3 on Y through Z. Or it can be interpreted that the higher the value of X3, the more Y through Z will increase. Or it can be interpreted that the higher the value of X3, the more Y through Z will increase. An increase of one unit of X3 will increase Z through Y by 22.6%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of X3 on Y through Z bootstrap results are 0.232 with a calculated t value of 2.333 and a standard deviation of 0.097. Then the p value is  $0.020 < 0.050$  so accept H1 or which means that the direct effect of X3 on Y through Z is meaningful or statistically significant. The results of this study are in line with Rivai's theory (2019) showing that high work motivation stimulates extra effort and commitment to work, which leads to a better job satisfaction experience. Job satisfaction then encourages employees to achieve better performance and more satisfying work results. The positive influence that passes through job satisfaction creates a positive cycle. Employees who feel satisfied with their jobs tend to be more motivated, more productive, and more focused on achieving work goals. These good results then increase their job satisfaction levels further, creating a continuous loop of motivation, satisfaction, and higher performance.

### **The Effect of Job Satisfaction on Employee Performance EMP Bentu Ltd.**

The magnitude of the parameter coefficient for the Y variable on Z is 0.643, which means that there is a positive influence of Y on Z. Or it can be interpreted that the higher the value of Y, the more Z will increase. An increase of one unit of Y will increase Z by 64.3%. Based on calculations using bootstrap or resampling, where the test results of the estimated coefficient of Y on Z bootstrap results are 0.626 with a calculated t value of 4.449 and a standard deviation of 0.145. Then the p value is  $0.000 < 0.05$  so accept H1 or which means that the direct effect of Y on Z is meaningful or statistically significant. The results of this study are in accordance with Susanto's (2019) opinion that job satisfaction will shape employee performance at work, by forming a good work culture that will provide a sense of comfort in the environment and have a good quality of work life to be able to carry out their duties appropriately in accordance with the goals set by the organization. Employee job satisfaction certainly affects the performance or duties of an employee, the higher the job satisfaction provided, the better the performance of an employee.

## **CONCLUSION**

Training has an influence on employee performance at EMP Bentu Ltd. This means that the better the training, the better the performance of employees at EMP Bentu Ltd. Work discipline has an influence on employee performance at EMP Bentu Ltd. This means that the better the work discipline, the better the performance of employees at EMP Bentu Ltd. Work motivation has an influence on employee performance at EMP Bentu Ltd. This means that the stronger the work motivation, the higher the employee performance at EMP Bentu Ltd. Training has a positive effect on employee performance with

job satisfaction as mediation, which indicates that the increase in training mediated by increased job satisfaction will improve employee performance at EMP Bentu Ltd. Work discipline has a positive effect on employee performance with job satisfaction as mediation, which indicates that the increase in work discipline mediated by increased job satisfaction will improve the performance of EMP Bentu Ltd employees. Work motivation has a positive effect on employee performance with job satisfaction as mediation, which indicates that the increasing work motivation mediated by increasing job satisfaction will improve the performance of EMP Bentu Ltd employees. Job satisfaction has an influence on employee performance at EMP Bentu Ltd. This means that the more job satisfaction increases, the better the performance of EMP Bentu Ltd employees.

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