

## **Work Motivation, Training, Commitment, and Discipline on Employee Satisfaction and Performance in PT. Sumber Mas Baru Pekanbaru**

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### **ABSTRACT**

This study aims to test the magnitude of the influence of motivation, training, commitment, and discipline to the satisfaction and performance of employees at PT. Sumber Mas Baru in Pekanbaru. Questionnaire as a data collector of 70 respondents proportionally all employees who work at PT. Sumber Mas Baru, tested using SPSS 21.0 Data Analysis and Path Analysis PLS (Path Smart PLS). Test results show that discipline has no direct and insignificant effect on satisfaction, commitment has no direct and insignificant effect on satisfaction, discipline has no direct or indirect influence and no significant to performance, commitment has no direct and indirect effect and not significant on the performance, the training does not directly or indirectly influence and not significant to the performance, the training has a direct and significant positive impact on satisfaction, and satisfaction has a direct and significant positive effect on the performance of the employees of PT. Sumber Mas Baru. In this test there are variables that are removed the variable of motivation karna experience multikorelasi both to satisfaction and performance.

**Keywords:** Motivation, Training, Commitment, Discipline, Satisfaction, Employee Performance

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### **INTRODUCTION**

In various fields, especially organizational life, the human factor is the main problem in every activity in it. Organizations are social units that are consciously coordinated with a reactive boundary that can be identified, working continuously to achieve goals (Robbins, 2006). Good company management must be able to manage all the potential that exists in the company effectively and efficiently. One aspect of management that strongly supports the development of a company is its human resource management. Where human resources are seen as an important company asset, because humans are dynamic resources and are always needed in every process of producing goods and services as well as any activities carried out by an organization or company in carrying out its operational activities.

Management of human resource management, of course, must be carried out by professional leaders. In addition, human resource management also emphasizes strategic importance and human resource management processes for the continuity of the company's activities on an ongoing basis. Human resources need to get deeper attention because they are an asset for the company whose capabilities, skills and productivity must always be improved. The abilities, skills and productivity of human resources can be optimally improved if they work in conducive situations and conditions.

One of the tourism companies in Pekanbaru is PT. Sumber Mas Baru in Pekanbaru, where the company is engaged in the tourism industry. PT. Sumber Mas Baru has five subsidiary companies including Wisma Asiatiq, Wisma Rainbow, Wisma 63, Wisma SMR Tanjung Datuk, and Wisma SMR Panam. The number of employees at PT. Sumber Mas Baru Pekanbaru is 70 employees from the five company branches.

Besides that, PT. Sumber Mas Baru is a company that pays attention to work discipline and the performance of each employee. Activities carried out by management for this purpose are evaluating and assessing employees. However, based on unpublished documents in the form of employee appraisal forms filled out by management, it was found that employee performance was still low and comments and suggestions were filled in that the level of knowledge and cooperation from employees was still lacking. Furthermore, from the data obtained from the Human Capital Department of PT. Sumber Mas Baru still found employees who lack discipline. This is seen based on the level of absenteeism from employees who are often late to work.

According to Sedarmayanti (2001: 65) one of the factors that influence performance is Mental Attitude (work motivation, work discipline, work ethics). The mental attitude possessed by an employee will influence

his performance (Awan et al., 2020; Habibi et al., 2022; Rafizal et al., 2022). Work discipline is one of the factors that can reflect the performance (Gazali et al., 2022; Marliza et al., 2022) produced by employees. Based on general observations, there are complaints from guests staying at each branch of PT. Sumber Mas Baru. The complaint is recorded by the receptionist and then conveyed to the department concerned, but these complaints are often only stored at the reception desk and do not reach the operations concerned because before completing their duties at the reception, the receptionist has to do other tasks, so the department does not know guest complaints. In addition, there were guests who complained that the administrative handling process at check-in and check-out was not fast enough, so guests had to wait a long time in the lobby. This is the lack of responsiveness of employees to complaints of guests who stay overnight. Furthermore, based on direct observations and interviews with one of the employees, there are employees who leave during working hours without notifying security in advance so that it can disrupt the company's operations at each branch of PT. Sumber Mas Baru.

Seeing the condition of the human resources of each branch at PT. Sumber Mas Baru is taken into consideration by management, especially in improving employee performance (Setiawan et al., 2021; Sirait et al., 2022). This is a serious problem that must be resolved by the management of PT. Sumber Mas Baru remembers that human resources are the spearhead in selling and marketing PT. Sumber Mas Baru whose goal is to achieve the goals of PT. Sumber Mas Baru Pekanbaru.

The selection of the variables above for measuring employee performance is due to the views of previous studies. Johanés Eliezer Ayer (2016) obtained significant positive results on motivational (Hafni et al., 2022) variables on employee performance. The same results were also obtained in the studies of Nurlaeli M. (2016), M. Nor Rasyidi (2015), Suwardi (2011), Kenda Laksa Shaylendra (2015), and Leonardo Agusta (2013). While the research of Suwanti (2013) and Dhermawan, et al. (2012) obtained insignificant negative results on the variable motivation on employee performance.

Leonardo Agusta (2013) obtained significant positive results on the training variable on employee performance. The same results were also obtained in Melinda Susan Rugian's research (2017). Ana Nor Adriana (2015) obtained significant positive results on job satisfaction variables on employee performance. The same results were also obtained in the research of Suwardi (2011) and Cecep Hidayat (2011). Meanwhile, research by Agung Gita Subakti (2013) obtained insignificant negative results on the variable satisfaction with employee performance.

Agung Gita Subakti (2013), obtained significant positive results on work discipline variables on employee performance. The same results were also obtained in the research of Suwardi (2011), Cecep Hidayat (2011), Evi Wahyuningsih (2013). Anak Agung Ngurah Bagus Dhermawan (2012) obtained significant positive results on motivational variables on employee satisfaction. The same results were also obtained in the research of Ian Nurpatri Suryawan and Richard Andrew (2013)

Fernando Stefanus Lodjo (2013) obtained significant positive results on the training variable on employee satisfaction. Ratag Pingkan Elisabeth Vonny (2016) obtained insignificant negative results on the training variable on employee satisfaction. Achmad Badjuri Jaeni (2013) obtained significant positive results on the variable work commitment (Abasilim et al., 2019; Atika et al., 2022; Fadhli et al., 2022) to employee satisfaction.

Dian Mardiono (2014) and Sudiyanto (2015) obtained significant positive results on work discipline variables on employee satisfaction. Suwardi and Joko Utomo (2011) and Agung Gita Subakti (2013) obtained significant positive results on job satisfaction variables on employee performance.

On the basis of an explanation of the phenomenon and theoretical support regarding variables that can affect performance as described above, a study was carried out with the title "Analysis of the Effects of Motivation, Training, Commitment, and Discipline on Satisfaction and Performance of Employees of PT. The Sumber Mas Baru in Pekanbaru".

## LITERATURE REVIEW

### Motivation

Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, effectively and integrated with all their efforts to achieve satisfaction Hasibuan (2011). According to Hasibuan (2011) the indicators of work motivation are as follows;

1. Physiological needs, namely basic needs that must be met immediately, for example: eating, drinking, shelter and others;
2. The need for security, namely the need for personal and economic security and safety, for the future, for example: security at work, economic security in the future, and freedom from threats;
3. The need for a sense of belonging and being loved, namely the need for friends, cooperation, a sense of mutual love, to care for one another, to pour out one's heart and so on;
4. The need for self-recognition, namely the need for self-esteem both from subordinates, friends, superiors, family and the environment, for example praise, tokens of appreciation; and The need for self-actualization, namely the need to stand out or use all his abilities to achieve high achievements.

### **Job Training**

According to Presidential Instruction No. 15 of 1974 in Sedarmayanti (2013: 164) states that: Training is part of education (Pernando et al., 2022) concerning the learning process to acquire and improve skills outside the prevailing education system, in a relatively short time and with methods that prioritize practice rather than theory.

Based on the definition of training expressed by Sedarmayanti (2013: 164) and Andrew E. Sikula in Mangkunegara (2011: 44), the training indicators used by the author in his research are as follows:

1. Education
2. Systematic Procedures
3. Technical skills
4. Learning knowledge
5. Prioritizing practice over theory

### **Commitment**

According to Robbins (2008: 100) Commitment is a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. Robbins and Judge (2009:101) explain 3 items used to measure employee commitment (Andi et al., 2022) to the organization and this measurement is also used by the authors as research indicators, namely:

1. Affective commitment. Occurs when employees want to be part of the organization because of emotional ties.
2. Continuance commitment. Occurs when an employee stays in an organization because he needs a salary and other benefits, or because the employee cannot find another job.
3. Normative commitment. Arises from the values within the employee. Employees survive as members of the organization because of the awareness that commitment to the organization is the right thing to do.

### **Discipline**

According to Werter and Davis in Nurmansyah (2010; 253) discipline is an action taken by the leadership (Andrianto et al., 2023; Prasetya et al., 2023; Putri et al., 2023; Su et al., 2020; Wahyudi et al., 2023) in implementing organizational standards. Discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience to rules or regulations set by the government or ethics, norms and rules that apply in society for a particular purpose. Discipline can also be interpreted as self-control so as not to do something that is contrary to the philosophy and morals of Pancasila.

According to Nurmansyah (2010: 255) factors that can support discipline and measurement are also used by the author as research indicators, namely:

- a. There is firmness for every violation of discipline.
- b. There are threats/sanctions given for any disciplinary violations.
- c. Provides a level of well-being.
- d. There is participation from employees.
- e. Supporting company goals and in accordance with the capabilities of employees.
- f. There is exemplary leadership of the company.

### **Satisfaction**

According to Hasibuan (2007: 202-203) job satisfaction is a pleasant emotional attitude and loves his job. Employee job satisfaction must be created as well as possible so that work morale, dedication, love and discipline of employees increase. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction (Tohan et al., 2022) is enjoyed in work, outside work, and in and out of work combinations. Job

satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important.

According to Siagian (1986:25) states that the expectations of employees in the organization are usually reflected, among others:

1. Good working condition
2. Feeling included in making decisions, especially those concerning his fate
3. Diplomatic way of disciplining
4. Reasonable award for work performance
5. Loyalty (Adrian et al., 2022) of leaders to their subordinates
6. Fair and reasonable remuneration
7. Opportunities for promotion and growth within the organization
8. There is an understanding of the leadership when subordinates face personal problems
9. Guarantee of fair and objective treatment
10. Interesting work

### **Employee Performance**

According to Fahmi (2016: 176) performance (Kersiati et al., 2023; Sriadmitum et al., 2022) is the result obtained by an organization that is profit oriented and non profit oriented which is produced in one period of time. According to Mathis and Jackson in Fahmi (2016: 78) general employee performance for most jobs includes the following indicators;

1. Quantity of yield: The amount to be completed or achieved. Qualitative measurement involves calculating the output of the process or implementation of activities. This relates to the amount of output produced.
2. The quality of the results: The quality that must be produced (whether or not). The qualitative measurement of the output reflects the measurement of the "satisfaction level" that is how well the completion is. This relates to the form of the output.
3. Timeliness of results: Time must be utilized as well as possible and optimally. Delay in the use of time can cause various consequences, big costs and losses.
4. Attendance or absence: The level of attendance is something that becomes a benchmark for a company in knowing the level of employee participation in the company.
5. Ability to cooperate: The ability to work together can create cohesiveness so as to increase the sense of cooperation among employees.

### **Hypothesis**

Based on the above framework, the authors put forward the hypothesis of this study as follows:

H1: There is a motivational influence on employee satisfaction at PT. Sumber Mas Baru Pekanbaru.

H2: There is an effect of training on employee satisfaction at PT. Sumber Mas Baru Pekanbaru.

H3: There is an influence of commitment to employee satisfaction at PT. Sumber Mas Baru Pekanbaru.

H4: There is an influence of discipline on employee satisfaction at PT. Sumber Mas Baru Pekanbaru.

H5: There is an influence of motivation on the performance of employees of PT. Sumber Mas Baru Pekanbaru.

H6: There is an effect of training on the performance of employees of PT. Sumber Mas Baru Pekanbaru.

H7: There is an influence of commitment to the performance of employees of PT. Sumber Mas Baru Pekanbaru.

H8: There is an influence of discipline on the performance of employees of PT. Sumber Mas Baru Pekanbaru.

H9: There is an influence of satisfaction on the performance of employees of PT. Sumber Mas Baru Pekanbaru.

## **METHODOLOGY**

### **Research Object**

This research was conducted at PT. Sumber Mas Baru which is located on Jl. Juanda, Pekanbaru. The time of the research started from April 2017 to August 2017. In this study, all employees of PT. Sumber Mas Baru. The sample is part of the population whose characteristics are to be tested. The sample used is a saturated sample where all 70 members of the population are sampled. In the research data collection techniques used include:

1. Documentation: Documentation is a data collection method that is more towards secondary data because data collection comes from performance appraisal reports, archives, and other documents related to this research.
2. Interview: Where it is used to obtain information on employee complaints related to performance. According to Sugiyono (2012: 231) the interview method is a method used to obtain direct data from objects. An interview is a meeting where people pray to exchange information and ideas through questions and answers so that they can be constructed on a particular topic. Interviews were conducted directly to all employees totaling 70 people at PT. Sumber Mas Baru in Pekanbaru.
3. Questionnaire: Where it is used to measure employee motivation, training, satisfaction and discipline. The data taken from this study is primary data because the data is directly taken and filled in by the respondents, namely all 70 employees at PT. Sumber Mas Baru in Pekanbaru.

The analytical method used in this study with respect to the number of respondents is 30 people, the data analysis technique in this study is using a qualitative approach based on Structural Equation Modeling (SEM) Smart Partial Least Square (PLS) is a statistical modeling technique that is highly cross-sectional, linear and general. Included in this Smart PLS SEM are factor analysis, path analysis and regression. According to Ghozali (2001: 145), it is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one.

This research model is as follows:

$$Y_{kep} = \alpha_0 + \beta_1 X_{mot} + \beta_2 X_{pel} + \beta_3 X_{kom} + \beta_4 X_{ked} + \epsilon_1$$
$$Y_{kk} = \alpha_0 + \beta_5 X_{mot} + \beta_6 X_{pel} + \beta_7 X_{kom} + \beta_8 X_{ked} + \beta_9 X_{kep} + \epsilon_2$$

where:

- $Y_{kep}$  : Employee Satisfaction  
 $Y_{kk}$  : Employee Performance  
 $\alpha_0$  : Intercept  
 $\beta_1, \dots, \beta_{13}$  : Coefficient of variable  
 $X_{mot}$  : Motivation  
 $X_{pel}$  : Training  
 $X_{kom}$  : Commitment  
 $X_{ked}$  : Discipline  
 $X_{kep}$  : Satisfaction

## RESULT AND DISCUSSION

### Descriptive

Based on the number of respondents according to gender, it can be seen that 15 people were female with a percentage of 21.43% and 55 people were male with a percentage of 78.57%. This shows that the majority of respondents are male. So, it can be concluded that most of the respondents were male, namely as many as 55 people with a percentage of 78%. Based on the number of respondents by age, namely 10 people aged under 25 years with a percentage of 14%, 45 people aged 25-35 years with a percentage of 64%, 15 people aged 35 years and over with a percentage of 21% of 70 respondents. Based on the data above, the average age of respondents is under 25 years. So, it can be concluded that the average age of respondents under 25 years is 45 people with a percentage of 64%. Based on the number of respondents by education level, 2 people graduated from junior high school with a percentage of 3%, 57 people graduated from high school/vocational school with a percentage of 81%, 5 people graduated from D3 with a percentage of 7%, 6 people graduated with a bachelor's degree with a percentage of 9%. Based on the above data, most of the respondents are high school/vocational high school graduates. So, it can be concluded that most of the respondents graduated from high school/vocational high school or equivalent, namely 57 people with a percentage of 81%. Based on the number of respondents according to working period of less than 1 year there were 7 people with a percentage of 10%, 1-2 years working period were 16 people with a 23% percentage, 2-5 years working period were 27 people with a 39% percentage and working period above 5 years as many as 20 people with a percentage of 29%. So, it can be concluded that the average number of respondents who work is between 2-5 years as many as 27 people with a percentage of 39%.

### Motivation

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in Work Motivation for 70 people as selected respondents have an average score of 1.63. This result means that the respondents' answers to the statements contained in the Work Motivation indicator were responded well by the respondents.

### Training

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in the training variable for 70 people as selected respondents have an average score of 1.63. Here it can be interpreted that the training variables contained in the respondents considered appropriate. So that it can be said that many indicators are in accordance with the respondents' statements.

### Commitment

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in the commitment variable to 70 people as selected respondents have an average score of 1.51. Here it can be interpreted that the commitment variable contained in the respondent is considered appropriate

### Discipline

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in the discipline variable for 70 people as selected respondents have an average score of 1.67. Here it can be interpreted that the disciplinary variables contained in the respondent are considered appropriate.

### Satisfaction

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in the satisfaction variable for 70 people as selected respondents have an average score of 1.65. Here it can be interpreted that the satisfaction variable contained in the respondent is considered appropriate.

### Performance

Based on the calculation results of the average statement from the questionnaire, it is known that the respondents' responses to the statements summarized in the satisfaction variable for 70 people as selected respondents have an average score of 1.55. Here it can be interpreted that the performance variables contained in the respondent are considered appropriate.

### Data Quality Test Results

#### Validity Test Results

The validity test was carried out with the help of the SPSS program. The results of the validity test are described in table 1 below:

**Table 1. Motivation Variable Validity Test**

Variable	No.	r count	r table	Decision
Motivation	1	0.373	0.3	Valid
	2	0.428	0.3	Valid
	3	0.442	0.3	Valid
	4	0.428	0.3	Valid
	5	0.218	0.3	Invalid

Source: Processed Results of SPSS 21.0

From the processed results of the table above, it can be seen that for each item of the Motivation variable, only item 5 (five) is invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded that the independent variable Motivation is taken only 4 (four) indicators included in the study.

**Table 2. Training Variable Validity Test**

Variable	No.	r Count	r Table	Decision
Training	1	0.395	0.3	Valid
	2	0.415	0.3	Valid
	3	0.452	0.3	Valid
	4	0.424	0.3	Valid
	5	0.228	0.3	Invalid

Source: Processed Results of SPSS 21.0

From the processed results of the table above, it can be seen that for each item of the Training variable, only item 5 (five) is invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded that the independent variable Training is taken only 4 (four) indicators included in the study.

**Table 3. Commitment Variable Validity Test**

Variable	No.	r Count	r Table	Decision
Commitment	1	0.441	0.3	Valid
	2	0.124	0.3	Invalid
	3	0.422	0.3	Valid

Source: Processed Results of SPSS 21.0

The processed results of the table above can be seen that for each Commitment variable item, only item 2 (two) is invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded that the independent variable Commitment is taken only 2 (two) indicators included in the study.

**Table 4. Discipline Variable Validity Test**

Variable	No.	r Count	r Table	Decision
Discipline	1	0.397	0.3	Valid
	2	0.264	0.3	Invalid
	3	0.397	0.3	Valid
	4	0.351	0.3	Valid
	5	0.306	0.3	Valid
	6	0.255	0.3	Invalid

Source: Processed Results of SPSS 21.0

The processed results of the table above can be seen that for each item of the Discipline variable only items 2 (two) and 6 (six) are invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded on the variable Free Discipline taken only 4 (four) indicators included in the study.

**Table 5. Satisfaction Variable Validity Test**

Variable	No.	r Count (First Test)	r Count (Second Test)	r Table	Decision
Satisfaction	1	0.210	0.285	0.3	Invalid
	2	0.320	0.416	0.3	Valid
	3	0.046		0.3	Invalid
	4	0.158	0.228	0.3	Invalid
	5	0.420	0.411	0.3	Valid
	6	0.393	0.334	0.3	Valid
	7	0.453	0.524	0.3	Valid

Source: Processed Results of SPSS 21.0

The processed results of the table above can be seen that for each item of the Discipline variable only items 1 (one,) 3 (three), and 4 (four) are invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded that on the independent variable Discipline, only 4 (four) indicators were taken which were included in the study.

**Table 6. Performance Variable Validity Test**

Variable	No.	r Count (First Test)	r Count (Second Test)	r Table	Decision
Performance	1	0.311	0.466	0.3	Valid
	2	0.184	0.317	0.3	Valid
	3	0.146		0.3	Invalid
	4	0.337	0.505	0.3	Valid

Source: Processed Results of SPSS 21.0

The processed results of the table above can be seen that for each item of the Discipline variable only item 3 (three) is invalid because  $<0.30$ , thus it was decided to be omitted to facilitate data processing, so it can be concluded that the independent variable Discipline is taken only 3 (three) indicators included in the study.

### Reliability Test

Reliability test is used to determine whether the indicators that can be used can be trusted or reliable as a variable measuring tool. The purpose of being reliable or reliable is the consistency of the measurement results if measurements are made again on the same object. The reliability of an indicator can be seen from the value of Cronbach's alpha ( $\alpha$ ). If the value of Cronbach's alpha ( $\alpha$ ) is greater  $\geq 0.60$  then the indicator is considered reliable, whereas if the value of Cronbach's alpha ( $\alpha$ ) is smaller  $\leq 0.60$  then the indicator is considered unreliable. Overall test results can be seen in the following table:

**Table 7. Reliability Test**

Variable	Cronbach Alpha	Information
X 1: Motivation	0.623	Reliable
X 2: Training	0.628	Reliable
X 3: Commitment	0.969	Reliable
X 4: Discipline	0.619	Reliable
Y 1: Satisfaction	0.628	Reliable
Y 2: Performance	0.607	Reliable

Source: Processed Results of SPSS 21.0

Based on the table above, it can be seen that each variable has a value of Cronbach's alpha ( $\alpha$ ) above 0.60. The conclusion is that the indicators related to the research variables are stated to be reliable. This reliability test gives an indication that the reliability of the questionnaire used as a measuring device for each variable is included in the highly correlated category and is accepted.

### Multicorrelation Test

The multicollinearity test is carried out to ensure that there is no perfect correlation between one independent variable and another. This test is carried out by looking at the Variance Inflating Factor (VIF) value from the regression results. If the value is  $> 10$ , then there are symptoms of high multicollinearity. The results of the multicollinearity test can be seen in the following table:

**Table 8. Multicorrelation Test**

No	Independent Variable	Dependent Variable	VIF First Test	VIF Second Test	Information
1	X1 = Motivation	Y1 = Satisfaction	317.608		Multicorrelation
2	X2 = Training	Y1 = Satisfaction	312.779	2.061	Not Multicorrelation
3	X3 = Commitment	Y1 = Satisfaction	1.668	1.512	Not Multicorrelation
4	X4 = Discipline	Y1 = Satisfaction	2.689	2.462	Not Multicorrelation
5	X1 = Motivation	Y2 = Performance			Multicorrelation
6	X2 = Training	Y2 = Performance		2.281	Not Multicorrelation
7	X3 = Commitment	Y2 = Performance		1.870	Not Multicorrelation
8	X4 = Discipline	Y2 = Performance		2.452	Not Multicorrelation
9	Y1 = Satisfaction	Y2 = Performance		1.526	Not Multicorrelation

Source: Processed Results of SPSS 21.0

From the table above, that the VIF of each variable in this study shows that there is a smaller number  $<10$  both from the first VIF test and the second VIF test. This means that the regression equation in this study is not all independent variables experiencing symptoms of multicollinearity.

### Path Analysis Hypothesis Test (Path Analysis) With PLS SEM Tool

Path analysis is a development technique from multiple linear regression. This technique is used to test the contribution (contribution) indicated by the path coefficient in each path diagram of the causal relationship between variables X1, X2, X3, and X4 to Y1 and Y2 and Y1 the impact against Y2. In summary, it can be seen in table 9 as follows:

**Table 9. Path Analysis Test (PLS SEM)**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
Discipline -> Satisfaction	0.254	0.228	0.223	1.138	0.255	No Influence Not Significant
Discipline -> Performance	-0.001	0.014	0.071	0.020	0.984	No Influence Not Significant
Satisfaction -> Performance	1.000	0.995	0.097	10.860	0.000	Positive and Significant Influence
Commitment -> Satisfaction	0.204	0.302	0.248	0.822	0.411	No Influence Not Significant
Commitment -> Performance	-0.063	-0.035	0.082	0.764	0.445	No Influence Not Significant
Training -> Satisfaction	0.467	0.385	0.214	2.183	0.029	Positive and Significant Influence
Training -> Performance	-0.005	0.015	0.051	0.099	0.921	No Influence Not Significant

Source: Processed Results of SPSS 21.0

### Determination Coefficient Test (R2)

Determination test (R2) is a test that aims to assess the percentage of the influence of the indicators that affect the dependent variable, while the rest can be influenced by other indicators that are not explained in this study. The table below shows the Adjusted R square value for the dependent variable Satisfaction (Y1) of 0.761. This means that the indicators in satisfaction (Y1) used in this study amounted to (76.1%), while (23.9%) were explained by other indicators that were not used in this study. While the performance dependent variable (Y2) is 0.991. This means that the indicators used to test performance are (99.1%), while (0.9%) are explained by other indicators that are not used in this study. The results of the test for the coefficient of determination can be seen in table 4.27 as follows:

**Table 10. Determination Coefficient Test (R2)**

Dependent Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Y1(Satisfaction)	0.761	0.768	0.084	9.032	0.000
Y2(Performance)	0.991	0.978	0.021	46.487	0.000

Source: Smart PLS Processed Data 3.0

### Discussion

#### The Effect of Discipline on Satisfaction

Based on the test results using Smart PLS, it was found that Discipline (X4) with an Original Sample (O) value of 0.254, which means there is a positive influence. Then the T statistic 1.138 indicates a significant standard, a P value of 0.255 means a P value > 0.10 or 10% which means not significant. Discipline has a positive and insignificant effect on satisfaction. So, the meaning of the test is that the better/higher the employee discipline, the better the effect on job satisfaction for employees of PT. Sumber Mas Baru.

This is not in accordance with research conducted by Johannes E. Ayer (2016), stating that discipline has a positive and significant influence on employee satisfaction.

#### The Effect of Discipline on Performance

Based on the test results using Smart PLS, the result is Discipline (X4) with an Original Sample (O) value of -0.001, which means there is a negative influence. Then the T statistic of 0.020 indicates a significant standard, a P value of 0.984 means a P value > 0.10 or 10% which means not significant. Discipline has a negative and

insignificant effect on performance. So, the meaning of the test is that the better/higher the discipline of the employees, the better the effect on the performance of employees at PT. Sumber Mas Baru.

This is not in accordance with research conducted by Johannes E. Ayer (2016), Hendri Azwar (2015), Melinda Susan (2015), Ana Nor Adrianal (2015), Muliati (2014), Anis Dwi Yanti (2015), Evi Wahyuningsih (2013), stated that discipline has a positive and significant influence on employee performance.

#### **Effect of Satisfaction on Performance**

Based on the test results using Smart PLS, it was found that Satisfaction (Y1) with an Original Sample (O) value of 1.053, which means there is a positive influence. Then the T statistic 10.860 indicates a significant standard, a P value of 0.000 means a P value  $<0.10$  or 10% means significant.

Satisfaction has a positive and significant effect on performance. So, the meaning of the test is getting better/higher. Satisfaction will increasingly have a good effect on the performance of employees of PT. Sumber Mas Baru.

These results are consistent with research conducted by Anna Nor Andrianal, M. Nor Rasyidi, Setio Utomo (2017), Suwardi and Joko Utomo (2011), Agung Gita Subakti (2013), Cecep Hidayat and Ferdiansyah (2011), Anak Agung Ngurah Bagus Dhermawan, I gede Adnyana Sudibya, and I wayan Mudiarta Utama (2012), Charles Dw Simare-mare & H.B. Isyandi (2015), and Hj. Norbaiti (2013) states that satisfaction has a significant positive effect on employee satisfaction.

#### **Effect of Commitment on Satisfaction**

Based on the test results using Smart PLS, it was found that Discipline (X4) with an Original Sample (O) value of 0.204, which means there is a positive influence. Then T Statistics 0.822 shows as a significant standard, P Value 0.411 means P value  $> 0.10$  or 10% which means Not Significant. Commitment has a positive and insignificant effect on satisfaction.

So, the meaning of the test is that the better/higher the employee's commitment, the better the effect on job satisfaction of employees of PT. Sumber Mas Baru.

#### **Effect of Commitment on Performance**

Based on the test results using Smart PLS, the result is Commitment (X3) with an Original Sample (O) value of -0.063, which means there is a positive influence. Then the T statistic 0.764 shows as a significant standard, P Value 0.445 means P value  $<0.10$  or 10% means Not Significant. Commitment has a negative and not significant effect on performance. So, the meaning of the test is that the better/higher the commitment, the more it will have a good effect on the performance of employees of PT. Sumber Mas Baru.

These results are inconsistent with research conducted by Arina Nurandini (2014), stating that commitment has a significant positive effect on employee performance. However, in accordance with research conducted by Supriyanto (2016) and Windy Aprilia Murty and Gunasti Hudiwin Arsih (2012) which states that commitment has a significant positive effect on employee performance.

#### **Effect of Training on Satisfaction**

Based on the test results using Smart PLS, the result is that Training (X2) has an Original Sample (O) value of 0.467, which means there is a positive influence. Then the T statistic 2.138 shows as a significant standard, a P value of 0.029 means a P value  $<0.10$  or 10% which means significant. Training has a positive and significant effect on satisfaction. So, the meaning of the test is that the better/higher the training, the more it will have a good effect on employee satisfaction at PT. Sumber Mas Baru.

This is in accordance with research conducted by Hj. Norbaiti (2013), Fernando Stefanus Lodjo (2013), Charles Dw Simare-mare & H.B. Isyandi (2015) states that training has a significant positive effect on employee satisfaction.

#### **Effect of Training on Performance**

Based on the test results using Smart PLS, the result is that Training (Y1) has an Original Sample (O) value of -0.005, which means there is a negative effect. Then the T statistic 0.099 shows as a significant standard, P Value 0.921 means P value  $> 0.10$  or 10% means Not Significant. Training has a negative and not significant effect on performance. So, the meaning of the test is that the better/higher the training, the more it will have a good effect on the performance of employees of PT. Sumber Mas Baru.

These results are inconsistent with research conducted by Melinda Susan Rugisn, Ivone Saerang, Victor Lengkong (2017) and Leonando Agusta and Eddy Madiono Sutanto (2013).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of data analysis and discussion, the following conclusions can be drawn:

1. For the motivational variable (X1) to the satisfaction variable (Y1) and performance (Y2) in data processing using SPSS 21.0 data analysis was deliberately omitted because the multicorrelation test twice resulted in the motivational variable experiencing high multicorrelation ( $> 10$ ). Where in the research test, as we know, all variables must produce no multicorrelation, so that the data can be processed properly using regression, the motivational variable must be removed or not included in the SPSS 21.0 data analysis test. Likewise with the second point commitment variable indicator (X3), third point satisfaction indicator (Y1), and third point performance indicator (Y2), all of which must be discarded or not included in the SPSS 21.0 data analysis test so that the data can be processed and can be good result.
2. Discipline has no direct and insignificant effect on employee satisfaction at PT. Sumber Mas Baru.
3. Discipline has no effect directly or indirectly and is not significant on the performance of employees of PT. Sumber Mas Baru.
4. Satisfaction has a direct and significant positive effect on the performance of employees of PT. Sumber Mas Baru.
5. Commitment has no direct and insignificant effect on employee satisfaction at PT. Sumber Mas Baru.
6. Commitment has no effect directly or indirectly and is not significant on the performance of employees of PT. Sumber Mas Baru,
7. Training has a direct and significant positive effect on employee satisfaction at PT. Sumber Mas Baru.
8. Training has no effect directly or indirectly and is not significant on the performance of employees of PT. Sumber Mas Baru.

### Recommendation

Based on the conclusions described above, the following suggestions can be given:

1. For PT. Sumber Mas Baru, if you want to improve the performance of the workforce/employees, you should pay more attention to employee training. PT. Sumber Mas Baru always provides good training that supports improving the skills of each employee according to their respective fields so that employees will be able to provide performance at PT. Sumber Mas Baru.
2. PT. Sumber Mas Baru should provide clarity on providing employee incentives so that it can lead to satisfaction for each employee so that it supports employees to provide good performance at the company.
3. For future researchers who are interested in the same theme, with this research it is advisable to use another sampling method with a larger number of samples so that the influence from the independent variable to the dependent is more measurable, stronger and better.

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