

Research Article

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The Influence of Work Motivation and Job Satisfaction on Employee Performance with Work Discipline as an Intervening Variable at the Directorate General of Sea Transportation

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Abstract: *This research aims to determine the influence of work motivation and job satisfaction on employee performance with work discipline as an intervening variable at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. This research uses a quantitative type of research using a population of 137 people with a sample of 102 employees at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. Data collection techniques use questionnaires, observation and literature study. Data analysis uses Partial Least Square (PLS) with the SMARPLS 4.0 application. The results of the research show that work motivation has a positive and significant effect on employee performance, work motivation has a positive and significant effect on work discipline, job satisfaction has a positive and insignificant effect on employee performance, job satisfaction has a positive and significant effect on work discipline, work discipline can mediate or mediating the influence of work motivation on employee performance, work discipline can mediate or mediate the influence of job satisfaction on employee performance.*

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

Introduction

In the contemporary globalized era, companies want not just skilled and knowledgeable human resources, but also the knowledge and drive of their employees to participate fully and deliver the best possible outcomes. This is so because an organization's ability to effectively accomplish its objectives is influenced by employee or human variables, which in turn impact an organization's success. When a worker works effectively, they can assist the company in reaching its objectives.

It can be challenging to develop high-performing employees in an organization, yet successful employees have a positive impact on the organization's capacity to succeed since they can help the agency accomplish its goals and objectives.

If workers understand what is expected of them and how to participate or play a part depending on their behavior in relation to performance, one of the aspects that may be improved is employee performance (Harahap & Tirtayasa, 2020). The vast majority of employees who provide favorable job outcomes for the company are proof that employee performance can effect and influence (Susanto, 2019).

Individuals employed in the government administration system are referred to as civil servants, or Civil Servants on PNS. It is the duty of civil servants to do their duties as state employees and public servants. They must also be able to uphold the honor and reputation of their workers for the benefit of the state and society, for the welfare of the country and its residents. Regretfully, a lot of government workers perform their duties without realizing what they are expected to do, which leads to injustice, makes it harder for them to do their jobs, and frequently sparks public discontent. Work ethic, honesty, diligence, learning, collaboration, leadership, quantity, quality, and time can all be used to evaluate an employee's performance.

Every facet of the task needs to be taken into consideration. Because failure to meet any one of these requirements will make it more difficult for the organization to accomplish its declared objectives.

Work motivation is the desire to work for oneself. The person will work to achieve the goals that have been set (Jackson et al., 2015). Therefore, motivation is a “driving force” that is controlled by goals and does not occur in a vacuum. Work motivation is the desire, encouragement and effort that comes from themselves which activates, empowers and guides behavior to complete tasks within the scope of their work (Effendy & Fitria, 2020). An employee who lacks motivation will not be able to work well or exceed expectations if his motivation is not fulfilled. Work will not be satisfying even if an employee has extraordinary skills but lacks the motivation to complete the task. As a result, a worker cannot carry out his work effectively without motivation, which means it will not exceed expectations or be satisfactory.

Employee satisfaction with their work is an additional factor that can influence employee performance (Adipradana, 2021). Job satisfaction refers to how a person or employee generally views their job. High job satisfaction indicates that they view their job in a positive way, while low job satisfaction indicates that they view their job in a negative way. This statement shows that the level of employee satisfaction varies and tends to be relative. Thus, increasing job satisfaction among employees can lead to increased employee performance.

Employee involvement can be created if all employees in the organization fulfill or accept "factors such as work motivation, job satisfaction, and work discipline. The mediating variable in this research is work discipline, organizational performance is greatly influenced by an employee's work discipline, so companies need to monitor everything their employees do while working. Knowledge and willingness to comply with relevant organizational and social norms is called discipline (Hasibuan, 2019). Work discipline is manifested through actions, not personality traits. This is a process that is beneficial for employees' personal growth (Bintoro & Daryanto, 2017).

Several studies that have been conducted attempt to study the influence of work motivation, job satisfaction, and work discipline on employee performance. Unfortunately, previous studies have shown different results, so there is a need for research that again examines the influence of work motivation, job satisfaction and work discipline on employee performance. Phenomena that occur in the office of the Directorate General of Sea Transportation are a lack of collaboration between employees, high levels of absenteeism, work that is not completed on time or is delayed, lack of employee discipline so that employees do not obey existing regulations in the office and are not disciplined regarding their work and responsibilities. given to employees and are often late in realizing targets and achieving goals.

Literature Review

Employee Performance

According to Hasibuan in a journal compiled by Safani (2021), performance refers to the output that can be produced by individuals or groups in an organization while fulfilling their rights and obligations. This allows organizations to achieve their goals in a legal and ethical manner, without breaking any laws. This opinion is supported by the opinion of Bahri and Nisa (2017), who define "performance" as the final result of an employee's efforts within a certain period of time, measured based on predetermined standards, targets or criteria.

Employee Performance Indicators

According to Jufrizen and Hadi (2021) employee performance indicators are as follows:

1. Work quality
2. Knowledge
3. Skills
4. Attitude
5. Safety

Work Motivation

Motivation is encouragement and inspiration that encourages people to work enthusiastically because their needs are met (Maulidyah & Larasati, 2021). Motivation is an external process that influences or encourages individuals or work groups to do something that has been determined. Motivation can also mean internal drive or motivation to do something (Malka et al., 2020).

Work Motivation Indicators

According to McClelland in (Astrini Amir & Afif Sallatu, 2022) indicators of work motivation are as follows:

1. need for achievement
2. need for power
3. need for affiliation

Job Satisfaction

According to Mangkunegara (2016), job satisfaction refers to the level of satisfaction experienced by a person based on the quantity and quality of work results achieved in fulfilling the obligations given. Job satisfaction according to Susanto (2019) is a condition where an individual experiences a sense of satisfaction, relief and happiness because their desires, needs and hopes are fulfilled in the work environment. Thus, if someone feels satisfied with the results of their work, they tend to be more committed to their work. On the other hand, if job satisfaction decreases, it shows that someone will reduce their engagement with their job.

Job Satisfaction Indicators

According to Luthan (2006) in his book *Organizational Behavior* and quoted by (Widajanto, 2017) indicators of job satisfaction are as follows:

1. The job itself
2. Wages
3. Promotional Opportunities
4. Supervision
5. Workmate

Work Discipline

According to Hasibuan (2019) work discipline is defined as an individual's knowledge or willingness to comply with all relevant social norms and business regulations. Strengthened by the opinion of Bintoro and Daryanto (2017) who state that work discipline is demonstrated through actions and not by individuals, work discipline is a positive development process for motivated workers.

Work Discipline Indicators

According to Agustini (2011) in (Safani Sitorus & Jufrizen, 2021) indicators of work discipline are as follows:

1. Attendance rate
2. Working Procedures
3. Obedience to superiors
4. Awareness works
5. Responsibility

Method

This type of research uses quantitative, namely research that aims to connect two or more variables (Sugiyono, 2019). This research uses primary and secondary data sources (Sugiyono, 2019). In this research, the exogenous variables are Work Motivation (X1) and Job Satisfaction (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the intervening variable is Work Discipline (Z). This research was conducted at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. This research was carried out from October 2023 to January 2024.

(Sugiyono, 2019) defines "population" as a comprehensive group consisting of individuals or objects selected by researchers because of their similar characteristics and features. In the context of this research, the population is 137 employees who work at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. The sample reflects the population in terms of both size and composition. Researchers are constrained by time, energy, money and a very large population when trying to conduct research without first taking samples. In this case, the sample that will be used is 102 respondents who work at the Directorate General of Sea Transportation, where the sample is determined from the Slovin formula with an error rate of 5%.

This research uses a Structural Equation Model (SEM) with a Partial Least Square (PLS) analysis approach and uses SmartPLS 4.0 software which is run on a computer. The researchers relied on relevant previous research with a similar number of variables and intervening variables to inform the choice of data analysis methods for this study.

Measurement Model (Outer Model)

The measurement model testing procedure consists of a validity test and a reliability test:

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if questionnaire questions are able to reveal something that is measured by the questionnaire. The validity test is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measuring consistency respondents in answering statement items on questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014).

Structural Model (Inner Model)

The purpose of conducting structural or inner model testing is to evaluate the R-squared value of the research model, significance value, as well as the influence and correlation between constructs. Variance Inflation Factor (VIF), f-square, and Rsquared are used to analyze the structural model. The structural model was evaluated using R-square for variables dependent, Stone-Geisser Q-square test for height prediction and t test and significance of structural path parameter coefficients with the following explanation:

- 1) T-Statistics, t-statistics is a test tool used to assess the significance of a hypothesized path. In hypothesis testing using a statistical value approach with an alpha level of 5%, the critical value of the T-statistic is 1.96. To accept the null hypothesis at this significance level, the T-statistic value must exceed 1.96.
- 2) R-Square (R²), To find out how well a structural model fits the data, you can use the R-squared (R²) test. The R-squared value (R²) shows the extent to which the independent latent variable explains the variance in the value of the dependent latent variable
- 3) f-square (f²) is used to measure the relative magnitude of the influence of the independent latent variable on the dependent latent variable
- 4) Variance Inflation Factor (VIF), Variance Inflation Factor (VIF) is a statistical measure used to assess collinearity, which evaluates the strength of correlation between variables. A high level of correlation indicates potential problems with the correlation model.
- 5) T-Statistics, at this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2008). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Ghozali, 2008) the t table value criteria is 1.96 with a significance level of 5%
- 6) Path Coefficient, this test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

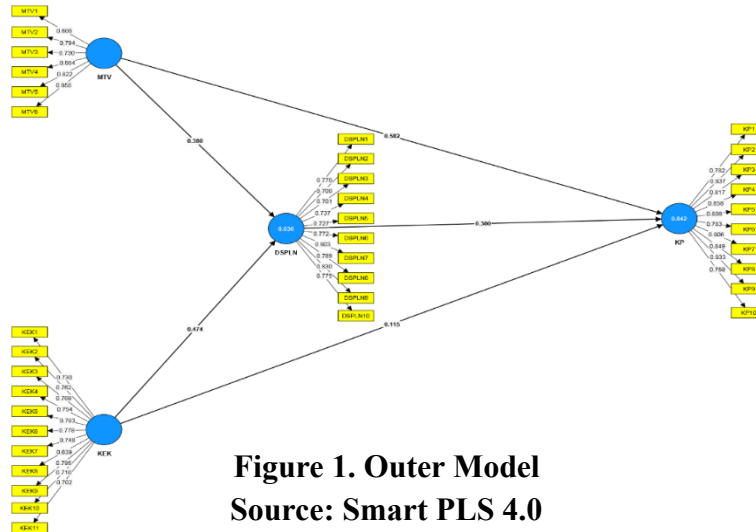


Figure 1. Outer Model
Source: Smart PLS 4.0

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.368X1 + 0.474X2 + e1$$

For substructure 2:

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.582 X1+ 0.115X2 + 0.300Z + e2$$

Tabel 1. Outer Loadings

	Work Discipline (Z)	Job Satisfaction (X2)	Employee Performance (Y)	Work Motivation (X1)
Z1	0.770			
Z2	0.700			
Z3	0.701			
Z4	0.737			
Z5	0.727			
Z6	0.772			
Z7	0.803			
Z8	0.789			
Z9	0.830			
Z10	0.775			
X21		0.730		
X22		0.762		
X23		0.769		
X24		0.754		
X25		0.783		
X26		0.778		
X27		0.748		

X28		0.839		
X29		0.795		
X210		0.710		
X211		0.702		
Y1			0.782	
Y2			0.837	
Y3			0.817	
Y4			0.858	
Y5			0.808	
Y6			0.783	
Y7			0.806	
Y8			0.849	
Y9			0.833	
Y10			0.768	
X11				0.806
X12				0.794
X13				0.730
X14				0.884
X15				0.822
X16				0.855

Source: Smart PLS 4.0

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs (the construct is unique). The best new measurement criterion is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90 then a construct has good discriminant validity (Juliandi, 2018).

Tabel 2. Discriminant Validity

	Work Discipline (Z)	Job Satisfaction (X2)	Employee Performance (Y)	Work Motivation (X1)
Work Discipline (Z)				
Job Satisfaction (X2)	0.799			
Employee Performance (Y)	0.852	0.803		
Work Motivation (X1)	0.776	0.780	0.848	

Source: Smart PLS 4.0

From table 2. it can be concluded that all variables have an HTMT value < 0.90 , meaning that the discriminant validity is good, or is completely different from other constructs (the construct is unique).

2. Composite Reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Tabel 3. Construct Reliability and Validity

	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Work Discipline (Z)	0.92	0.925	0.932	0.58
Job Satisfaction (X2)	0.928	0.93	0.938	0.581
Employee Performance (Y)	0.943	0.944	0.952	0.664
Work Motivation (X1)	0.9	0.909	0.923	0.667

Source: Smart PLS 4.0

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE columns have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 4.0 program, the R Square value is obtained as follows:

Tabel 4. R Square Result

	R-square	Adjusted R-square
Work Discipline (Z)	0.630	0.623

Employee Performance (Y)	0.842	0.837
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Source: Smart PLS 4.0

The conclusion from testing the R-Square value for work discipline is that the Adjusted RSquare for the path model using intervening variables is 0.623. This means that the ability of the work motivation variable with job satisfaction to explain work discipline is 62.3%. Thus, the model is classified as moderate. Meanwhile, the R-Square test on employee performance is the Adjusted R-Square for the path model that uses intervening variables, which is 0.837. This means that the variables of work motivation and job satisfaction on work discipline in explaining employee performance are 83.7%. Thus, the model is classified as substantial (strong).

2. F Square (F2)

Based on data processing that has been carried out using the SmartPLS 4.0 program, the f Square value is obtained as follows:

Tabel 5. R Square Result

	Work Discipline (Z)	Job Satisfaction (X2)	Employee Performance (Y)	Work Motivation (X1)
Work Discipline (Z)			0.211	
Job Satisfaction (X2)	0.289		0.031	
Employee Performance (Y)				
Work Motivation (X1)	0.186		0.859	

Source: Smart PLS 4.0

The conclusion from the F-Square test in the table above is that the work discipline variable on employee performance has a value of $F2 = 0.211$. So there is a moderate/severe effect of the exogenous variable on the endogenous variable. The variable job satisfaction with work discipline has a value of $F2 = 0.289$. So there is a moderate/severe effect of the exogenous variable on the endogenous variable. The variable job satisfaction on employee performance has a value of $F2 = 0.031$. So there is a small effect of the exogenous variable on the endogenous variable. The work motivation variable on work discipline has a value of $F2 = 0.186$. So there is a moderate/severe effect of the exogenous variable on the endogenous variable. Meanwhile, the work motivation variable on employee performance has a value of $F2 = 0.859$. So there is a large effect of exogenous variables on endogenous variables.

2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as

suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05 . Next are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Influence) and (Indirect Influence)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
Work Discipline -> Employee Performance	0.300	0.296	0.102	2.948	0.003
Job Satisfaction -> Work Discipline	0.474	0.475	0.131	3.617	0.000
Job Satisfaction -> Employee Performance	0.115	0.111	0.087	1.322	0.186
Work Motivation -> Work Discipline	0.380	0.385	0.127	2.996	0.003
Work Motivation -> Employee Performance	0.582	0.586	0.083	6.987	0.000
Job Satisfaction -> Work Discipline -> Employee Performance	0.142	0.142	0.067	2.128	0.033
Work Motivation -> Work Discipline -> Employee Performance	0.114	0.113	0.053	2.171	0.030

Source: Smart PLS 4.0

In this research, there are direct and indirect hypothesis results. You can see the table above is the hypothesis result and will be explained as follows:

1. Work motivation has a positive and significant effect on employee performance. This is proven by the original sample value of 0.582 with a significance below 0.05 or 5% as indicated by a p value of 0.000. This shows that the higher the work motivation given by the leadership to employees, the greater the employee's performance will be
2. Work motivation has a positive and significant effect on work discipline. This is proven by the original sample value of 0.380 with a significance below 0.05 or 5% as indicated by a p value of 0.003. This shows that the higher the work motivation given by leaders to employees, the more work discipline they will be able to increase. In other cases, it can be seen through the leader's role in motivating employees by trying to complete assigned tasks before the specified time expires. This is to raise employee work discipline. in work.
3. Job satisfaction has a positive and insignificant effect on employee performance. This is proven by the original sample value of 0.115 with a significance above 0.05 or 5% as indicated by a p value of 0.186. So, to fulfill job satisfaction for employees, special attention is needed from the agency. This is to avoid undesirable impacts that can be detrimental to employees and agencies. Apart from that, it can also influence the level of employee performance results.
4. Job satisfaction has a positive and significant effect on work discipline. This is proven by the original sample value of 0.474 with a significance below 0.05 or 5% as indicated by a p value of 0.000. This shows that the higher the job satisfaction that leaders give to employees, the more work discipline they

will be able to improve. The agency must also provide job satisfaction in the form of incentives or by giving awards for the work that has been done to employees in order to further improve work discipline among employees.

5. Work discipline mediates or mediates the influence of work motivation on employee performance. This is proven by the original sample value for the indirect effect of 0.114 with significance below 0.05 or 5% as indicated by a p value of 0.03. These results can be interpreted as achieving better employee performance, to maintain or further increase the application of better work motivation and must be mediated by work discipline.
6. Work discipline mediates or mediates the influence of job satisfaction on employee performance. This is proven by the original sample value for the indirect effect of 0.142 with significance below 0.05 or 5% as indicated by a p value of 0.033. These results can be interpreted as achieving better employee performance to maintain or further increase better job satisfaction and must be mediated by work discipline.
7. Work discipline has a positive and significant effect on employee performance. This is proven by the original sample value of 0.3 with a significance below 0.05 or 5% as indicated by a p value of 0.003. This means that work discipline determines or has a significant influence on employee performance. Agencies must pay attention to the work discipline of employees within the agency, especially the applicable regulations relating to employee performance. If work discipline is good, employee performance at work will increase and it will be easier to achieve agency goals.

Closing

Conclusion

After getting the results of the research and having drawn the hypothesis results, you will provide conclusions for this research. The conclusions of this research are as follows:

1. Work Motivation has a positive and significant effect on Employee Performance at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
2. Work Motivation has a positive and significant effect on Work Discipline at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
3. Job Satisfaction has a positive and insignificant effect on Employee Performance at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
4. Job Satisfaction has a positive and significant effect on Work Discipline at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
5. Work discipline mediates the influence of work motivation on employee performance at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
6. Work discipline mediates or mediates the influence of job satisfaction on employee performance at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.
7. Work Discipline has a positive and significant effect on Employee Performance at the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia.

Suggestion

1. It is a suggestion for agencies to increase employees' sense of security through communication, work culture training programs and evaluations, which will ultimately have an impact on increasing their enthusiasm and performance in the work environment.

2. It is suggestion for agencies to pay attention to awards, incentives, promotions that are tailored to the needs of the work environment, this can help create conditions that encourage employees to work hard in order to achieve a better position and make employee work motivation remain good and increase and in the future will impact on the performance of the employees themselves as well as the performance of the agency can be achieved.
3. It is suggestion for agencies to communicate clearly regarding employees' understanding of their duties and responsibilities, support employees through consultation or constructive feedback regarding how they carry out their duties so that agencies can ensure that employees remain focused on their work according to their assigned duties and functions. given, which in turn will increase their job satisfaction and overall performance.
4. It is suggestion for agencies to communicate again or re-socialize the applicable rules, especially work SOPs, update regulations, build a culture of compliance and carry out periodic evaluations and feedback related to regulations set by the agency, as well as taking firm and fair action against employees who do not comply with the regulations and provide rewards to employees who comply with the rules well, so that employee awareness and compliance with applicable regulations can increase and improve and this will have a good impact on employee and organizational performance.

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