

The Effect of Motivation, Training and Work Discipline on Employee Performance with Job Satisfaction as an Intervening Variable

(Study at PT. Cheil Jedang Indonesia Pasuruan)

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Abstract: *This study aimed to analyze the effect of motivation, training, and work discipline on job satisfaction either partially or simultaneously, the effect of motivation, training, work discipline and job satisfaction on performance either partially or simultaneously, and the effect of motivation, training, and work discipline on performance through job satisfaction. This type of research is an explanatory research, using the slovin formula (it was) obtained 196 respondents from a population of 384 production employees in PT. Cheil Jedang Indonesia Pasuruan. The sampling technique used was the probability sampling and the data collection (was done) through questionnaires. The data were processed and analyzed by t test, F test and path analysis, which was previously tested using the normality test, multicollinearity heteroscedasticity and linear regression. The results showed (1) Motivation, Training and Work Discipline positively and significantly affect job satisfaction either partially or simultaneously. (2) Motivation, Training, Work discipline and Job Satisfaction positively and significantly affect the performance either partially or simultaneously. (3) The direct effect of Motivation, Training, and Work Discipline on performance were greater than through job satisfaction. Statistically, the effect of motivation, training and work discipline as an independent variable and job satisfaction as an intervening variable on performance are classified as very high, which is equal to 64.5%, so in the future, efforts to increase the above variables need to be done more seriously and intensively so that performance can be optimized.*

Key Word: *Motivation, training, work discipline, job satisfaction, performance*

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I. Introduction

PT. Cheil Jedang Indonesia Pasuruan (PT. CJIP) is a subsidiary of CJ Corporation in Indonesia. During 30 years of operations in Indonesia, the company showed a good performance. One of the reasons why CJIP has good performance is high employee morale. In maintaining employee morale, PT. CJIP always emphasizes the importance of organizational culture and creates a comfortable atmosphere in the company. PT. CJIP does a variety of things, such as providing motivation to employees, training to further develop employees capabilities, and refreshing employees discipline. In this case it is necessary to evaluate the various things done above, whether the motivation provided is in line with employees expectations, the training conducted is in accordance with the needs of employees, and whether work discipline is optimal to support employees performance.

Human resources (function) as a very important resource in an organization. The organization will be more advanced and developed if it has a reliable workforce, and can be used as work partners by the company leader in in carrying out the tasks that become their respective jobs. Workers and leaders must support each other, work together, respect each other, and also understand each other's rights and obligations. Companies use a variety of ways to achieve high performance. High performance is very dependent on humans as an important factor compared to other factors. Performance is an achievement or level of success achieved by employees in carrying out work in a given period.

Based on the background, problems can be formulated as, how motivation, training, and work discipline affect employee job satisfaction either partially or simultaneously, how motivation, training, work discipline and job satisfaction affect employee performance either partially or simultaneously, and how motivation, training, and work discipline affect employee performance through job satisfaction at PT. CJIP.

The aims of this study were to analyze the effect of motivation, training, and work discipline on job satisfaction either partially or simultaneously, the effect of motivation, training, work discipline and job satisfaction on performance either partially or simultaneously, and the effect of motivation, training, and work discipline on performance through job satisfaction.

II. Literature Review

Work motivation

Motivation is a condition from within a person that drives the desire of individuals to carry out activities to achieve a goal. (Reksohadiprodo and Handoko, 2006: 192).

According to Reksohadiprodo and Handoko (2006: 201) employee work motivation is influenced by labor social security, good leadership, interpersonal relationships and supervisors in the company, appreciation or promotion, self-actualization (developing potential, creativity or imagination), directing given by the company leader and working conditions.

Training

Training is defined as the plan of an organization to improve employee knowledge, skills and abilities (Hariandja, 2009). However, the conceptual training can also change the attitude of employees towards work. This is due to employee understanding of his/her work that also changes, as one's attitude has a cognitive element of one's beliefs and knowledge of an object, one's affection towards an object as a result of his/her knowledge and beliefs, and the tendency of actions towards the object obtained will be able to change one's attitude.

According to Sedarmayanti (2014) training is an effort to reduce or eliminate the gap between the employee ability with what is expected by the organization. This effort is done through improving work skills possessed by employees by adding knowledge and skills and changing attitudes.

Training education is conducted to change employee attitudes in an attempt to improve performance within the company. Judging from its purpose, training education is emphasized on increasing knowledge and ability to do/carry out work(s) in the future.

Judging from the time of its implementation, training related to the (work) performance provides space for the development and improvement of skills and competencies that can have a direct impact on individual or team performance. This is a relevant training in the sense that it is aimed to improve performance in areas where the need to achieve better results have been clearly identified. The aim is to identify training needs and provide relevant and effective training.

Work Discipline

Discipline is a form of self-control and regular implementation of employees that shows the level of seriousness of the work team in an organization. According to Hasibuan (2007: 193) discipline is the most important operative function of human resource management, because the better employee discipline is, the higher the performance an employee can achieve. Good work discipline reflects the magnitude of one's sense of responsibility for the tasks assigned to him. This encourages enthusiasm for work, work spirit, and the realization of company, employees, and community's goals.

Discipline is one's awareness and willingness to obey all company or organizational regulations and social norms that apply. Awareness is one's attitude who voluntarily obeys all the rules and is aware of their duties and responsibilities. So, he/she will obey/do all his duties well, without being forced. Willingness is one's attitude, behavior, and actions in accordance with the regulations and standards set by the company or organization, whether written or not. So, one would be willing to comply with all the regulations and carry out his/her duties, both voluntary and forced. Work discipline (in this study) means that employees always come and go home on time, do all the work well, comply with all company or organizational regulations and social norms that apply.

Job Satisfaction

Job satisfaction is an expression of one's individual psychological phenomena in their work based on the perception that concerned the various dimensions of the work environment, including: tasks performed, coworkers, work environment and work compensation (Gibson et al, 2006: 46).

Job satisfaction is an emotional state of an individual, where work is fun or not according to the perceptions and views of employees themselves (Handoko, 2005: 199).

Each employee has a different level of satisfaction depending on the point where he/she views it, such as, from the point of work as the centerpiece of life, from the point of the participation in the work, from the point of self-esteem and from the point of self-concept (Gibson et al, 2006: 48).

Job satisfaction according to David and Newstrom (1989: 105) is a set of employees' feelings about whether or not they are happy with their work. However, satisfaction is not a strong motivator, because many employees have high job satisfaction, but their productivity is average. High job satisfaction arises precisely because of high achievements, as high achievements results in high rewards, if (it is) perceived as fair and adequate (it) will increase job satisfaction.

Performance

Performance appraisal/assessment or work achievement is the process through which organizations evaluate or assess the performance of employees (Handoko, 2005: 135). Every organization always hopes to have employees who excel, because by having employees who excel (in their work) will provide an optimal contribution to the company/organization. It can be concluded that performance is the result of work achieved by employees in carrying out work tasks assigned to them.

According to Handoko (2005: 137) the uses of employee performance are to improve work performance, to make adjustment for compensation, to make decisions on placement, promotion, transfer and demotion, to determine training needs and development, and for career planning and development.

Hypothesis

H1: Work Motivation has a positive and significant effect on the Job Satisfaction

H2: Training has a positive and significant effect on the Job Satisfaction

H3: Work Discipline has a positive and significant effect on the Job Satisfaction

H4: Simultaneously Motivation, Training and Work Discipline have a positive and significant effect on Job Satisfaction

H5: Work Motivation has a positive and significant effect on the Performance

H6: Training has a positive and significant effect on the Performance

H7: Work Discipline has a positive and significant effect on the Performance

H8: Job Satisfaction has a positive and significant effect on the Performance

H9: Simultaneously Motivation, Training, Work Discipline and Job Satisfaction have a positive and significant effect on the Performance

H10: Motivation, Training and Work Discipline have a positive and significant effect on the Performance through of Job Satisfaction

III. Research Methods

3.1. Research Type

The type of research used was an explanatory research, which is a type of research that is used to describe the caustic between the study variables and to test the hypotheses that have been designed (Singarimbun and Efendi, 2008:29). This study used a quantitative approach using primary data.

3.2. Population and Sample

3.2.1. Population

The population in this study was specifically on for production employees with non-managerial status/under manager (daytime employees and operational shifts) as many as 384 employees.

3.2.2. Samples

The sampling technique used in this study was the Probability Sampling, which is a sampling technique that provides equal opportunities for each member of the population to be selected as a sample (Sugiyono, 2009:31)

Using the Slovin formula, the number of samples taken was 196 people.

3.3. Data Collection Method

The type of data used in this study was the data obtained through a questionnaire method, which is data collection techniques that are carried out by giving questionnaires or a set of questions or written statements to respondents (Sugiyono, 2009:31)

3.4. Data Analysis Method

The data were analyzed using several methods/test as follows:

1. Validity Test, the test to show the level of validity of an instrument

2. Reliability Test, to measure a questionnaire which is an indicator of a variable that is construct (a concept that has a reference). A construct (concept) or variable is said to be reliable if it gives Cronbach's Alpha value > 0.60 (Nunnaly in Ghozali, 2005).

3. Classical Assumption Test, consisting of residual normality test, multicollinearity test and heteroscedasticity test.

4. Multiple Linear Regression Test, an analysis that connects between two or more independent variables with the dependent variable (Bahri, 2018)

5. Hypothesis testing with partial test (t test), simultaneous test (F test) and Path Analysis

IV. Result

4.1. Validity Test

By using SPSS version 25, using the technique of product moment correlation results obtained all r count > r table (0.138), and the Sig. (2-tailed) for all items with a total of 0.000 of < 0.05 and Person correlation was positive, it was concluded that all data were valid.

4.2. Reliability Test

With SPSS version 25, using the internal reliability index method, Cronbach's alpha coefficient. The first output was "Case Processing Summary", showing valid data totaling 196 with a percentage of 100% and none was excluded. The second output was "Reliability Statistics", in the Reliability Statistics table the value of Cronbach's Alpha was 0.950 > 0.600, so that it was declared reliable, this means that the questions (in the questionnaire) that are variable dimension were reliable.

4.3. Residual Normality Test

The approach used to test residual normality was the Kolmogorov-Smirnov One-Sample test method. By using SPSS version 25 (it was) obtained a table of one-sample Kolmogorov-Smirnov test which showed the value of Kolmogorov-Smirnov Test Statistic amounted to 0.060 with a significance level of 0.083. The significance value was 0.083 > 0.05, so it was concluded that the residuals are normally distributed.

4.4 Multicollinearity Test

To detect the presence or absence of multicollinearity symptoms in the regression model, one of the ways is by looking at the tolerance value and variance inflating factor (VIF). With the data processed by SPSS, the tolerance value of all variables is greater than 0.10 and the VIF value is below 10.00 so that it was concluded that there were no multicollinearity symptoms in the regression model.

4.5. Heteroscedasticity Test

By using the Spearman correlation coefficient test using SPSS, obtained results of Sig. (2-tailed) (for) variables Work Motivation = 0.743, Training = 0.383, Work Discipline = 0.365 and Job Satisfaction = 0.252, where all the Sig. (2-tailed) > 0.05, so it was concluded that there were no problems or symptoms of heteroscedasticity, meaning that the regression model used for this study was feasible.

4.6 Multiple Linear Regression Test

4.6.1. Model 1. The Effect of Work Motivation, Training and Work Discipline on Job Satisfaction

Once processed by the SPSS, the data were presented in the following table:

Table 1. Regression Analysis Model 1

Variables	Unstandardized Coefficients		Standardize Coefficients B	t	Sig
	B	Standard error			
Motivation (X1)	0.533	0.068	0.476	7.806	0.000
Training (X2)	0.281	0.057	0.282	4.910	0.000
Work Discipline (X3)	0.226	0.074	0.167	3.030	0.003
The dependent variable: Job Satisfaction (Z)					
Constant : (1.528)					
F Statistic : 123.965					
F Sig. : 0.000					
R2 : 0.654					

From table 1, (it was) obtained linear regression equation of: $Z = (1.528) + 0.533 X1 + 0.281 X2 + 0.226 X3$

t Test

t count of the three variables is higher than t table (1.972) and sig. <0.05 so that partially motivation, training and work discipline have a positive and significant effect on job satisfaction (Hypothesis H1, H2, H3 were accepted)

F Test

Statistic F value was 123.965 > F table (2.65) and Sig 0.000 <0.05, so that simultaneously motivation, training and work discipline have a positive and significant effect on job satisfaction (Hypothesis H4 was accepted)

From the table, R2 = 0.654, this means the contribution of work motivation, training and work discipline variables to job satisfaction is 65.4%, the rest are other factors (that were) not examined in this study.

4.6.2. Model 2. The Effect of Work Motivation, Training, Work Discipline and Job Satisfaction on Performance

Once processed by the SPSS, the data were presented in the following table:

Table 2. Regression Analysis Model 2

Variables	Unstandardized Coefficients		Standardize Coefficients B	t	Sig
	B	Standard error			
Motivation (X1)	0.146	0.066	0.156	2.199	0.029
Training (X2)	0.112	0.051	0.134	2.174	0.031
Work Discipline (X3)	0.384	0.065	0.341	5.944	0.000
Job Satisfaction (Z)	0.255	0.061	0.305	4.166	0.000
The dependent variables: Performance (Y)					
Constant : 2.234					
F Statistic : 89.387					
F Sig. : 0.000					
R2 : 0.645					

From table 2, (it was) obtained linear regression equation of: $Y = 2.234 + 0.146 X1 + 0.112 X2 + 0.384 X3 + 0.255 Z$

t Test

t count of the four variables was higher than t table (1.972) and sig. <0.05 so that partially motivation, training, work discipline and job satisfaction have a positive and significant effect on performance (Hypothesis H5, H6, H7, H8 were accepted)

F Test

Statistic F value was $89.387 > F$ table (2.65) and Sig 0.000 <0.05, so that simultaneously motivation, work discipline training and job satisfaction have a positive and significant effect on job satisfaction (Hypothesis H9 was accepted)

From the table, $R2 = 0.645$, this means the contribution of work motivation, training and work discipline variables to job satisfaction is 64.5%, the rest are other factors (that were) not examined in this study.

Path Analysis

There are two forms of the path analysis, namely the analysis of direct and indirect effect. Values in the path were seen from standardized β coefisien (of) each independent variable on the dependent variable (direct effect) and standardized β coefficient (of) each independent variable * intervening variables on the dependent variable (indirect effect)

The direct effect $X1 \rightarrow Y = 0.156 >$ indirect effect, $X1 * Z \rightarrow Y = 0.476 * 0.305 = 0.143$

The direct effect $X2 \rightarrow Y = 0.134 >$ indirect effect, $X2 * Z \rightarrow Y = 0.282 * 0.305 = 0.086$

The direct effect $X3 \rightarrow Y = 0.341 >$ indirect effect, $X3 * Z \rightarrow Y = 0.167 * 0.305 = 0.051$

From the above calculation the direct effect of motivation, training and work discipline on performance is greater than the indirect effect (H10 hypothesis was rejected).

V. Discussion

The study consisted of 196 respondents who were classified based on the characteristics of respondents. The first is based on gender, where the number of male respondents are very dominant (97.4%) compared to female respondents. The second is based on age, most (respondents) are at the age of 40 ~ 50 years old (36.2%), but viewed generally from between the ages of 20 ~ 40 years old balanced by the age of 40 years and above, it was concluded that the age of production employees is evenly distributed. The third is based on length of employment, most (respondents) are in the working time of ≥ 20 years (36.2%), followed by working time of 5 ~ 10 years (27.5%), so it was inferred that based on the length of work of the production employees, the number of employees is quite balanced, between those who are experienced and those who are still new in the job.

1. The Effect of Work Motivation on Job Satisfaction

Based on the results of hypothesis testing, Work Motivation has a positive and significant effect on the Job Satisfaction of PT CJIP production employees. The higher the motivation given to employees, the employee job satisfaction will increase, and vice versa.

This research is in accordance with the research previously by Faizal, Munir and Nurfattah (2014) and Saputra and Turnip (2017).

2. The Effect of Training on Job Satisfaction

Based on the results of hypothesis testing, Training has a positive and significant effect on the Job Satisfaction of PT CJIP production employees. This means that the more effective the training carried out on production employees at PT CJIP, the more job satisfaction increases.

This research is in accordance with the research previously by Faizal, Munir and Nurfattah (2014), Thaief, et.al (2015), Bowley (2013) and Mutmainah (2013).

3. The Effect Work Discipline on Job Satisfaction

Based on the results of hypothesis testing, Work Discipline has a positive and significant effect on the Job Satisfaction of PT CJIP production employees. This means that the higher the employee's Work Discipline the higher job satisfaction, and vice versa. Therefore, obeying all regulations and social norms that apply will have an impact on increasing employee job satisfaction.

This research is in accordance with the research previously by Faizal, Munir and Nurfattah (2014), Thaief, et.al (2015) and Saputra and Turnip (2017).

4. The Effect Work Motivation on Performance

Based on the results of the hypothesis test, Work Motivation has a positive and significant effect on the performance of PT CJIP production employees. This means that the higher the work motivation, the more the employee's performance increases, and vice versa. Providing work motivation is directed at fulfilling the physical and mental needs of employees and their families so as to create calm, morale, dedication and employee loyalty towards the company.

This research is in accordance with the research previously by Kelimeda, et.al (2018), Ni'mah, Yulianeu and Leonardo (2017), Munir, Hasannudin and Kaseng (2017), Kurniawati (2014), Mukuru (2013), and Cong (2013).

5. The Effect of Training on Performance

Based on the results of the hypothesis test, Training has a positive and significant effect on the performance of PT CJIP's production employees. This means that the higher the quality and quantity of Training(s) conducted by the company the more employee performance increases.

This research is in accordance with the research previously by Thaief, et. (2015) and Mutmainah (2013).

6. The Effect Work Discipline on Performance

Based on the results of the hypothesis test, Work Discipline has a positive and significant effect on the performance of PT CJIP's production employees. This means that the higher the Work Discipline, the more employee performance improves.

This research is in accordance with the research previously by Kelimeda, et.al (2018), Simatupang and Saroyeni (2018), Ni'mah, Yulianeu and Leonardo (2017), and Thaief, et. al (2015).

7. The Effect of Job Satisfaction on Performance

Based on the results of hypothesis testing, Job Satisfaction has a positive and significant effect on the performance of PT CJIP's production employees. Job satisfaction refers to an individual's general attitude towards his job. A person with a high level of job satisfaction has a positive attitude towards his job, otherwise if he is dissatisfied, he tends to be negative towards his job.

This research is in accordance with the research previously by Kelimeda, et.al (2018), Ni'mah, Yulianeu and Leonardo (2017) and Cong (2013).

8. The Effect of Work Motivation, Training and Work Discipline Simultaneously on Job Satisfaction

Based on the results of the hypothesis test, Work Motivation, Training and Work Discipline simultaneously effect positively and significantly on the Job Satisfaction of PT CJIP production employees. These results indicate motivation, training and high work discipline that will increase employee job satisfaction.

Job satisfaction is an individual's general attitude towards his job, someone with high job satisfaction shows a positive attitude towards his job

This research is in accordance with the research previously by Faisal, Munir and Nurfattah (2019), and Saputra and Turnip (2017)

9. The Effect of Work Motivation, Training, Work Discipline and Job Satisfaction Simultaneously on Performance

Based on the results of hypothesis testing, Motivation, Training, Work Discipline and Job Satisfaction simultaneously effect positively and significantly on the performance of PT. CJIP production employee, this result shows that Motivation, Training and high Work Discipline will improve employee performance. This is based on the reality of the results of research in the field that is able to prove empirically the strength of the relationship of the variables of Motivation, Training and Work Discipline observed simultaneously on the production employees of PT CJIP.

This research is in accordance with the research previously by Kelimeda, et.al (2018), Simatupang and Saroyeni (2018) and Munir, Hasannudin and Kaseng (2017)

10. The Effect of Work Motivation, Training and Work Discipline on Performance through Job Satisfaction

Based on the results of the hypothesis test, the indirect effect of Work Motivation, Training and Work Discipline (through Job Satisfaction) is smaller than the direct effect on the performance of PT CJIP production employees. High Motivation, Training and Work Discipline have a big effect on increasing performance without or with the level of employee job satisfaction.

This research is in accordance with the research previously by Kurniawati (2014) and Mutmainah (2013)

VI. Conclusion dan Implication

6.1. Conclusion

Based on the analysis that has been done in this study, it can be concluded as follows:

1. Motivation, training and work discipline positively and significantly affect the production employees' job satisfaction at PT CJIP either partially or simultaneously.
2. Motivation, training, work discipline and job satisfaction positively and significantly affect the performance of production employees at PT CJIP either partially or simultaneously
3. The direct effect of motivation, training, and work discipline on production employees' performance at PT CJIP is greater than through job satisfaction

6.2. Implication

Based on this study some managerial policy that are recommended to improve the performance of employees are as follows:

1. From the results of the study, the most dominant variable or effect on performance is the Work Discipline of employees with the highest β value (3.41 for direct influence and 3.92 for total influence). It is recommended that companies improve more on employee work discipline by continuously providing an understanding of work discipline both from the initial entry to work by entering earlier than the specified working hours to the discipline of their duties and responsibilities so that the work done can be done on time with the results good and can be accounted for. Certainly, need good examples from management as the person in charge of each section.
2. The independent variable that has the second biggest effect on performance is work motivation. It is recommended that the company continually increase employee motivation by challenging employees to complete work, of course by targeting / clear work directions so that employees can be more focused and more motivated to complete their work properly, giving employees space to provide new suggestions and ideas, PT CJIP need to intensify special programs where the program is targeted at the beginning of the year to save costs, and workshops are held to explore new ideas and the existence of rewards in every idea received. Not only those that have an impact on cost saving, ideas that have an impact on the ease and convenience of work and have a good impact on the environment also need to be appreciated.
3. Training also affects employee performance, although in this study training is not dominant, but it still needs to be done continuously for employees. PT CJIP is currently developing new products that require a lot of new employees, by conducting targeted training, it will further improve employee performance, especially in SOP, Safety, Security System and employee training.
4. Although the 3 independent variables above already have a significant direct effect on performance, job satisfaction also needs to be considered to further improve employee performance. However, job satisfaction is necessary to make employees more responsive to the created motivational environment.
5. Statistically the effect of 3 independent variables and 1 intervening variable on performance is classified as very high, that is equal to 64.5%, so that efforts to increase the above variables need to be done more seriously and intensively so that performance can be optimized. In addition, there are still 35.5% residuals on employee performance, meaning that there are still other variables that affect performance that need to be further investigated.

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