
**DETERMINATION OF POSITIVE AND NEGATIVE MOTIVATION, WORK DISCIPLINE
AND TRAINING ON PERFORMANCE THROUGH WORK SATISFACTION AS
VARIABLE INTERVENING IN EMPLOYEES
PT. YELLOW BATAM FLEX**

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ABSTRACT

This study aims to determine 1. To find out positive and negative motivations directly affect job satisfaction, 2. to find out work discipline has a direct effect on job satisfaction 3. To find out which training has a direct effect on job satisfaction 4. To find out positive and negative motivations directly affect performance 5. To find out work discipline directly influences performance 6. To find out which training has a direct effect on performance 7. To find out job satisfaction has a direct effect on performance in P.T. Batam Yellow Face Flex. The research method used was a questionnaire with a sample of 150 employees. The data analysis method used is Structural Equation Modeling (SEM). The results showed that 1—the positive and negative motivation for positive and not significant direct effects on job satisfaction 2. Work discipline has a positive significant direct effect on job satisfaction 3. Positive and significant training has a direct effect on job satisfaction 4. Positive and negative motivations positive and not significant directly affect performance 5. Positive and insignificant work discipline has a direct effect on performance 6. Training positive and significant directly affect performance 7. Positive and significant job satisfaction directly affects performance 8—changes in job satisfaction by positive and negative motivation, work discipline, and training 31.9%. In contrast, changes in employee performance are influenced by positive and negative motivation, work discipline, training, and job satisfaction by 41.9%.

KEYWORDS: positive and negative motivation, work discipline, training, job satisfaction, employee performance

I. INTRODUCTION

a. Background

The current era of globalization 4.0 requires the existence of qualified and competent Human Resources (H.R.) to produce excellent performance so that the organization will continue to survive in increasingly fierce competition. Human resources (H.R.) are central figures in organizations or companies. In order for company management activities to run well, companies must have employees who have a high level of knowledge and skills as well as efforts to manage the company as optimal as possible so that the company's performance continues to increase and get massive profits or profits so that the company will continue to grow. To achieve the desired goals, the company must pay attention to the performance of its employees. However, the performance of employees or employees is still not

optimal. To find out the performance of employees or employees need to be explored, factors that can affect employee performance. Several factors affect employee performance, including job satisfaction, positive and negative motivation, work discipline, bonuses, leadership/leader shifts, and training.

Excellent performance is optimal performance, the performance by organizational standards, and supports the achievement of organizational or company goals. A good organization is an organization that can try to improve the ability of its human resources; this is a critical factor that can improve employee performance. P.T. Flextronics is an international company engaged in manufacturing services. Products from P.T. Flex is HPE, WHIRPOOL, and SCHNEIDER. P.T. Flex in improving employee performance provides training in the form of training, both training in skill methods and also providing product knowledge teaching. Leaders who provide an outside world view so that workers know their competitors and overcome existing competition. P.T. Flex averages 18 years old,

b. Formulation of the problem

The formulation of the problem in this study are as follows:

1. Do positive and negative motivations directly demystify job satisfaction at P.T. Flex Front Face, Batam?
2. Does work discipline directly demystify job satisfaction at P.T. Flex Front Face, Batam?
3. Does the training directly demystify job satisfaction at P.T. Flex Front Face, Batam?
4. Are positive and negative motivations directly demoralizing performance at P.T. Flex Front Face, Batam.
5. Does work discipline directly demoralize performance at P.T. Flex Front Face, Batam?
6. Does the training directly disseminate performance at P.T. Flex Front Face, Batam?
7. Does job satisfaction directly minimize the performance at P.T. Flextronics Muka Kuning, Batam?

II. THEORY BASIS

a. Performance Theory

Mangkunegara (2011: 67) states that the notion of performance (performance achievement) is the work of quality and quantity achieved by an employee in carrying out their duties by the responsibilities given to him. Of course, the assessment still considers various circumstances and considerations that affect the performance of the performance has a significant contribution to the company's progress. According to Wirawan (2009: 5), performance is the output produced by the functions or indicators of a job or a profession within a specific time. Performance can be seen from the indicators of a job in a predetermined time. While the notion of performance, according to Prawirosentono (2008:

b. Work Motivation Theory

According to Mulyadi (2015: 89), motivation is the right encouragement from people other than

yourself to do a job with consciousness and enthusiasm to achieve specific targets. According to Vaithzal Rivai (2009: 837) in Mulyadi (2015: 90), motivation is a series of attitudes and values that influence individuals to achieve specific things by individual goals. According Sutrisno (2012: 110) motivation is a factor that drives a person to do a particular activity, because motivation can often be interpreted as a factor driving a person's behavior, from the definition above it can be seen that motivation serves as a movement or encourage employees to want to work by actively achieving the company's goals not only expecting capable employees,

c. Work Discipline Theory

Edy Sutrisno (2014: 96) (in Mulyadi, 2015: 62) discipline is a willingness and willingness, someone, to obey and obey all regulatory norms that apply in the organization. Discipline is one's awareness and willingness to obey all company regulations and social norms that apply (Hasibuan, 2010: 193). Discipline is one's awareness and willingness to obey all company regulations and social norms that apply (Hasibuan, 2010: 193). Sastrohadiwiryono's (2005: 291) work discipline is an attitude of respect, respect, obedience, and obedience to the rules that apply both written and unwritten as well as being able to carry it out and not avoiding receiving sanctions if it violates the duties and authorities given to it.

d. Training Theory

Training is a process where people achieve specific abilities to help achieve organizational goals (Mathis, 2011). Therefore, this process is related to various organizational objectives. Training can be viewed narrowly or broadly. Limited training provides employees with specific and knowable knowledge and skills used in their current jobs. Whereas (John 2006) defines training or training is a systematic process to change employee behavior, it is directed to achieve organizational goals. Sandow and Mekel, 2015 argue that training is the process of teaching expertise and providing the necessary knowledge and attitudes to carry out their responsibilities according to standards.

e. Job satisfaction

According to Mangkunegara (2009: 117), job satisfaction is a feeling that supports or does not support the employee who is related to his work or with his condition. Mangkunegara also stated that employees would feel satisfied at work if aspects of their work and aspects of themselves support and vice versa if those aspects do not support, employees will feel dissatisfied. According to Malayu SPHasibuan 2007: 202, job satisfaction is an emotional attitude that is fun and loves work. This attitude is reflected by work morals, discipline, and work performance. According to Bangun Wilson 2012: 327, job satisfaction of an employee can feel whether pleasant or unpleasant to do. So, if the employee feels happy with his work, then he can be said to be satisfied with his work.

f. Framework for thinking

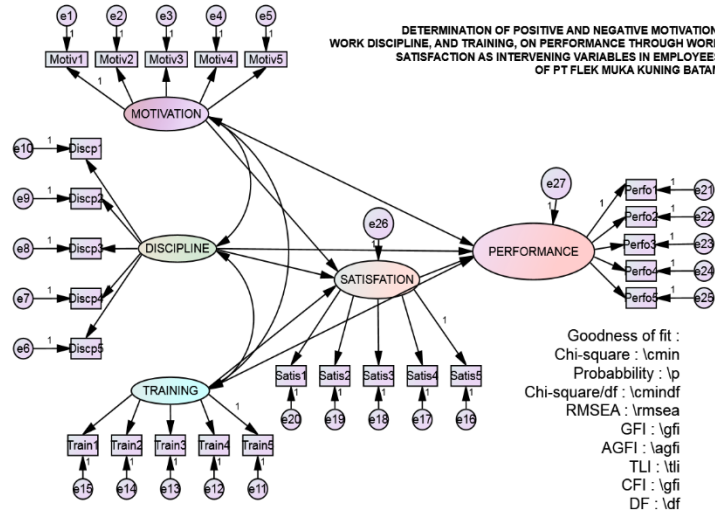


Figure 1. Research Model

Hypothesis

The hypotheses tested are:

- a) To discover the positive and negative motivations directly to job satisfaction in P.T. Flextronics Muka Kuning, Batam.
- b) To find out the discipline of work directly to job satisfaction in P.T. Flextronics Muka Kuning, Batam.
- c) To find out the training directly to the job satisfaction in P.T. Flextronics Muka Kuning, Batam.
- d) To find out the positive and negative motivations directly to the performance of P.T. Flextronis Yellow Face, Batam.
- e) To find out the discipline of work directly to the performance of P.T. Flextronics Muka Kuning, Batam.
- f) To find out the training directly to the performance of P.T. Flextronics Muka Kuning, Batam.
- g) To find out job satisfaction directly to the performance of P.T. Flextronics Muka Kuning, Batam.

From Figure 1. The above Research Model, the structural equation model, can be made as follows:

- H1: $Z = \beta y.x1 X1 + e1$, β the direct effect of X1 on Z,
- H2: $Z = \beta y.x2 X2 + e1$, β the direct influence of X2 on Z,
- H3: $Z = \beta y.x3 X3 + e1$, β the direct effect of X3 on Z,
- H4: $Y = \beta y.x1 X1 + e2$, β the direct effect of X1 on Y,
- H5: $Y = \beta y.x2 X2 + e2$, β the direct influence of X2 on Y,

H6: $Y = \gamma_3 X_3 + e_2$, γ_3 the direct influence of X_3 on Y ,

H7: $Z = \beta_{yz} Z_1 + e_2$, β_{yz} Y's direct effect on Z

III. RESEARCH METHOD

In conducting this research, the research location was P.T. Flextronics Technology Indonesia with address: Jalan Rambutan Lot 515, 515A, 516 Batamindo Industrial Park (BIP) Muka Kuning, Batam Riau Islands Province.

a. Population

According to Arikunto (2010: 173) states that the population is the whole subject of research. All employees or employees in P.T. Flextronics numbered 380 people.

b. Sample

According to Arikunto (2010: 174), the sample is part or representative of the population under study. The sample is taken by researchers in all of the BU3 Production employees, amounting to 150 people. Withdrawal members by sampling technique, the results are expected to represent the characteristics of the study population members. Withdrawal sample members by sampling technique using Slovin formula.

c. Data collection technique

The data collection methods used in this study are:

- a. The questionnaire is a method of data collection that is done by giving respondents questions with a questionnaire guide so that data can be obtained about motivation, employee work discipline, training conducted, and employee job satisfaction to improve employee performance.
- b. Observation is a research method in which the researcher makes observations directly on the object of research.
- c. A literature study is a method of collecting data by reading books, literature, journals, references related to this research, and previous research relating to the research being carried out.

d. Research variable

This research was conducted using three exogenous variables, namely motivation (X_1), work discipline (X_2), and training (X_3), two endogenous variables, namely customer satisfaction (Y) as intervening and performance variables (Z).

e. Data analysis technique

The analysis used by researchers in this study is path analysis by describing a flow chart that can make it easier to see the relationships to be tested. Data analysis was performed using the Structural Equation Modeling (SEM) method, and the software used for structural analysis was Amos version 24 of

Arbuckle and for descriptive using SPSS 24. In this step, the suitability of the model was evaluated by examining the various Goodness of Fit criteria. For this reason, the first step taken is to evaluate whether the data used can meet SEM assumptions. If these assumptions are met, the model can be tested.

By the purpose of the study to determine the determination of positive and negative motivation, work discipline, training and job satisfaction on employee performance, coupled with the hypothesis formulated in Chapter III, the data analysis is performed using the Structural Equation Modeling (SEM) which is a set of statistical techniques that enable the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2002; Solimun, 2004).

IV. RESULTS AND DISCUSSION

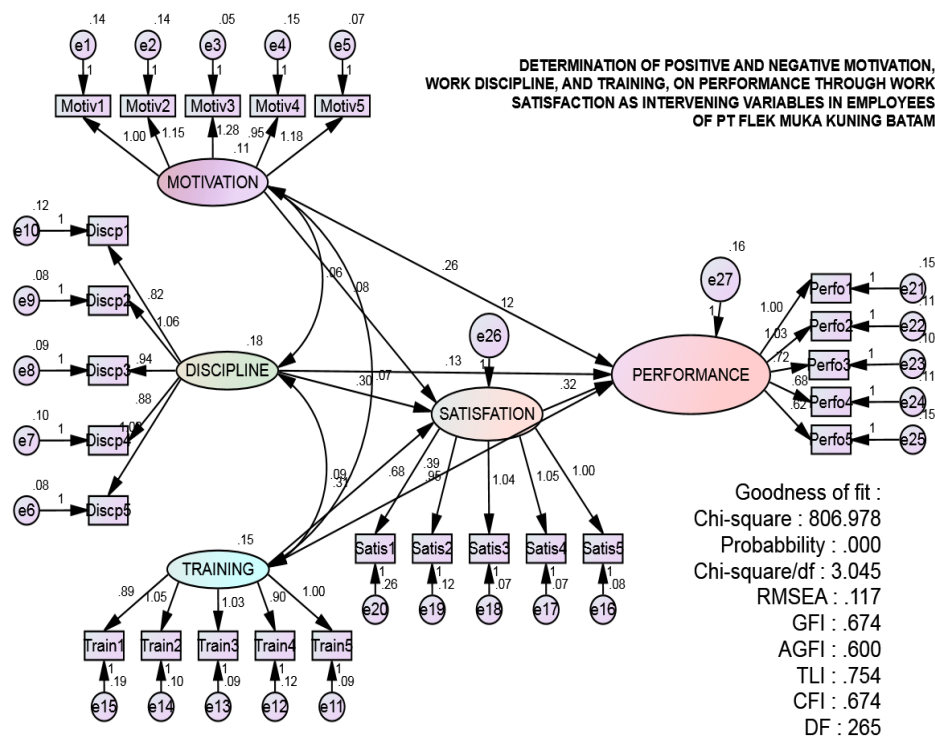


Figure 2 Full Model

Table 1. Regression Weight Motivation (Motivation), Discipline (Discipline), Training (Training), Job Satisfaction (Satisfaction) and Employee Performance (Performance)

	Estimate	S.E.	C.R.	P.	Label
SATIS <--- MOTIV	.081	.120	679	.497	par_21
SATIS <--- DISCP	.305	.999	3,065	.002	par_22
SATIS <--- TRAIN	.312	.125	2,490	.013	par_23
PERFO <--- SATIS	.324	.120	2,705	.007	par_24
PERFO <--- MOTIV	.255	.146	1,754	.079	par_28
PERFO <--- TRAIN	.394	.156	2,530	.011	par_29
PERFO <--- DISCP	.132	.122	1,080	.280	par_30

Table.2. Standardized Regression Weight Intelligence Positive and negative motivation (positive and negative motivation), Discipline, Discipline, Training, Job Satisfaction and Employee Performance (PERFORMANCE)

	Estimate
SATIS <--- MOTIV	.066
SATIS <--- DISCP	.311
SATIS <--- TRAIN	.287
PERFO <--- SATIS	.258
PERFO <--- MOTIV	.166
PERFO <--- TRAIN	.289
PERFO <--- DISCP	.107

Table 3. Standardized Direct Effects (Group number 1 - Default model) Motivation (Motivation), Discipline (Discipline), Training (Training), Job Satisfaction (Satisfaction) and Employee Performance (Performance)

	TRAIN	DISCP	MOTIV	SATIS	PERFO
SATIS	.312	.305	.081	.000	.000
PERFO	.496	.230	.282	.324	.000

The goodness of Fit Analysis

Based on test criteria, Chi-square (χ^2), Relative Chi-square (χ^2 / df). The RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit value of the Amos for Windows version 20.0 processing, as shown in the picture above, the following table can be made.

Table 4 Goodness of Fit Evaluation

Good of fit index	Cut of Value	Mode Results	Information
Chi-square (x2)	small expected	806,978	Good
Relative chi-square	3.00	3,045	Good
Probability	> 0.05	0,000	Not good
RMSEA	0.08	0.117	Marginal
GFI	0.9	0.674	Not good
AGFI	0.90	0.6	Not good
TLI	.94	0.754	Marginal
CFI	.94	0.674	Marginal

Noting the cut-of-value and goodness of fit of the model results in Table 4.21 above, one criterion is met, and three marginal criteria are used. The criteria fulfilled were Relative Chi-square, while the marginal ones were RMSEA, TLI, and CFI. Because only one criterion has been fulfilled and three are marginal out of the eight criteria required, the above model can be stated as a wrong model (Solimun, 2002: 80 and Solimun, 2004: 71).

After theoretical discussion and research, the results of this study can be described as follows:

1. Determination of positive and negative latent motivation variables (Motiv) on latent variables of job satisfaction (Satis) has a standardized estimate (regression weight) of 0.066 with Cr (Critical ratio = identical to the t-count value) of 0.679 at probability = 0.390. C.R. value of 0.679 < 2.00 and Probability = 0.390 > 0.05 indicates that the influence of positive and negative latent motivation variables (Motiv) on latent variables of job satisfaction (Satis) is positively insignificant. Conformity with the theory that motivation is to provide an awareness of one's feelings and feelings of others to work better. Motivation means providing empathy, love, encouragement, and the ability to respond to the work done appropriately. Motivation shows the ability of one's feelings towards a job, the ability to motivate oneself, and the ability to manage one's emotions properly and in relationships with others. Positive and negative motivation includes different abilities but complements each other with academic intelligence (Dharmawan, 2013: 846).

2. Determination of the latent variables of work discipline (discipline) to the latent variables of job satisfaction (Satis) has a standardized estimate (regression weight) of 0.287 with Cr (Critical ratio = identical to the t-count value) of 3.065 at probability = 0.01. C.R. value of 3.065 > 2.00 and Probability = 0.001 < 0.05 shows that the effect of the latent variable of work discipline (discipline) on the latent variable of job satisfaction (Satis) is significantly positive. This is by the opinion of Hasibuan (2009: 203), which says that if employee job satisfaction is high, the higher the work discipline and vice versa. Job satisfaction is measured through several dimensions: the job itself, rewards, supervision, coworkers, promotion opportunities, and working conditions. Increasing the dimensions of job

satisfaction can improve employee work discipline. This is because employees felt these dimensions through their experience. At the same time, if there is job satisfaction in the organization, then there are positive feelings that arise in the employee so that he will be favorable towards his work. This positive attitude will have an impact on high employee work discipline.

3. Determination of training latent variables on job satisfaction has a standardized estimate (regression weight) of 0.311 with Cr (Critical ratio = identical to the t-count value) of 2.490 at probability = 0.11. C.R. value of $2.490 > 2.00$ and Probability = $0.011 < 0.05$ indicates that the influence of the training latent variable (training) on the latent variable of job satisfaction is positive. This result is also supported by Ridolof W. Batilmurik (2010) with his research which concluded that there is a significant relationship between training and employee job satisfaction, also supports research by Stephen Choo and Christine Bowley (2007) which concludes that there is a significant relationship between training and job satisfaction the employee. Every employee in carrying out their work should be able to foster a sense of satisfaction with the activities carried out. Training for employees is a process of teaching specific knowledge and expertise and attitudes so that employees become more skilled and able to perform their responsibilities better, by standards. The training that employees have followed so far has been constrained by the technical benefits associated with banking activities undertaken by employees.

4. Determination of latent variables of job satisfaction (satisfaction) of latent variables of employee performance (performance) has a standardized estimate (regression weight) of 0.258, with Cr (Critical ratio = identical to the t-count value) of 3,065 at probability = 0.071. CR value of $3.065 > 2.00$ and Probability = $0.007 < 0.05$ indicates that the effect of the Length of Work (LENG) latent variable on the Employee Performance (EMPL) latent variable is significantly positive. The results of this study are consistent with the opinions of the theory revealed by Donnelly, Gibson, and Ivancevich (1994), which explain that job satisfaction causes an increase or decrease in employee performance so that satisfied workers will be more productive than unsatisfied workers. If there are employees who feel dissatisfaction with their work will cause performance to decline. More clearly Donnelly, Gibson, and Ivancevich, (1994) revealed that this illustrates the reciprocal relationship between job satisfaction and employee performance.

5. Determination of latent variables of positive motivation and negative motivation of performance latent variables has a standardized estimate (regression weight) of 0.166 with Cr (Critical ratio = identical to the t-count value) of 1.754 at probability = 0.084. CR value $1.754 < 2.00$ and Probability = $0.084 > 0.05$ shows that the influence of latent variables positive and negative motivation (motivation) on the latent variable of performance (performance) is positive is not significant. Motivation is the willingness of individuals to put forth a high effort to achieve organizational goals (Stephen P. Robbins, 2001). There are three key elements of motivation, namely, effort, organizational

goals, and needs. The effort is a measure of intensity. If someone is motivated, he will make every effort to achieve goals, but not necessarily a high effort will produce high performance. Therefore, the intensity and quality of these efforts are needed and are focused on organizational goals. Needs are internal conditions that give rise to impulses, where unsatisfied needs will lead to stresses that stimulate impulses from within the individual. This impulse gives rise to search behavior to find a specific purpose. If it turns out there is a fulfillment of needs, there will be a reduction in voltage. Motivated employees are in a tense state and try to reduce tension by making an effort. Needs are internal conditions that give rise to impulses, where unsatisfied needs will lead to stresses that stimulate impulses from within the individual. This impulse gives rise to search behavior to find a specific purpose. If it turns out there is a fulfillment of needs, there will be a reduction in voltage. Motivated employees are in a tense state and try to reduce tension by making an effort. Needs are internal conditions that give rise to impulses, where unsatisfied needs will lead to stresses that stimulate impulses from within the individual. This impulse gives rise to search behavior to find a specific purpose. If it turns out there is a fulfillment of needs, there will be a reduction in voltage. Motivated employees are in a tense state and try to reduce tension by making an effort.

6. Determination of training latent variables on performance latent variables has a standardized estimate (regression weight) of 0.289 with Cr (Critical ratio = identical to the t-count value) of 2,530 at probability = 0.008. C.R. value of $2.530 > 2.00$ and Probability = $0.008 < 0.05$ indicates that the influence of the training latent variable (training) on the performance latent variable (Performance) is significantly positive. According to Ismail (2010: 125), training materials need to be adequately prepared. If necessary, a team is formed specifically to handle the planning of training material to be provided. This training material must not deviate from the main objectives of the training and must be relevant to the company's needs. Less proper material planning will affect the training itself, in addition to being less than optimal, there may be much material that is less relevant to needs. This means that increasing the excellent or appropriate Training Materials will also improve employee performance.

7. Determination of the latent variables of work discipline (discipline) to the latent variables of performance (performance) has a standardized estimate (regression weight) of 0.107 with Cr (Critical ratio = identical to the t-count value) of 1,080 at probability = 0.309. C.R. value of $1.080 < 2.00$ and Probability = $0.309 > 0.05$ indicates that the influence of the latent variable of work discipline (discipline) on the latent variable of performance (performance) is positively insignificant. According to Fathoni (2006) explains that discipline must be upheld in the company because, without the support of good employee discipline, the company will be challenging to realize company goals. With discipline, employees will try to do the job as much as possible, and the resulting performance for the better.

8. Job satisfaction changes are influenced by positive and negative motivation, work discipline, and training by 31.9%. In contrast, changes in employee performance (Performance) are influenced by positive and negative motivation, work discipline, training, and job satisfaction (satisfaction) by 41.9%.

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