THE EFFECT OF TRAINING, WORKLOAD AND DISCIPLINE ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE OF EMPLOYEES OF THE GOVERNMENT EDUCATION SERVICE OF THE RIAU ISLANDS PROVINCE

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Abstract

Examine how training, workload, and discipline impact employee performance through work satisfaction. A total of 52 respondents were used as samples. The study utilized a questionnaire with Likert scale to collect data for research purposes. Validity and reliability tests are conducted on the instrument, with normality and linearity tests being used to check assumptions. Analyzing data through the use of analysis techniques to understand how training impacts employee performance through work satisfaction at the Provincial Education Office Kepri. Findings from the research suggest that (1) training directly impacts employee performance with no significant influence, (2) workload directly impacts employee performance with no significant effect, (3) discipline has a direct and significant influence on employee performance, (4) training has a significant impact on employee performance through work satisfaction, (5) workload has a significant influence on employee performance through work satisfaction, (6) discipline plays a significant role in employee performance through work satisfaction.

Keywords: Training, Workload, Discipline, Employee Performance, Work Satisfaction

1. INTRODUCTION

The role of human resources in government called state civil apparatus is the basic capital in determining government goals. Without the role of human resources, activities in government will not run well. Humans always play an active and dominant role in every organizational activity, because humans become planners, actors, and determinants of the realization of organizational goals. Humans are the most important resource in achieving government success. Human resources will be realized if the spirit of working to implement government goals is carried out with a full sense of responsibility. Human resources affect government performance where the role of quality human resources to improve employee performance is a very important factor. There are several factors that cause high and low employee performance in government agencies, especially greatly influenced by training, workload, and employee discipline.

An organization can develop inseparable from human resources (HR) which have an important role in improving employee performance and achieving organizational goals. Human resources are used to increase the contribution given by employees to achieve organizational goals. This is emphasized by Simanjutak, 2019 that good human resource management is aimed at increasing the contribution given by workers in the organization to achieve organizational goals. Human Resources owned by the organization will not provide maximum results if there is no support from employees who have optimal performance. Ayer, 2016 generally explains the definition of performance as the results of work in terms of quality and quantity achieved by an employee in carrying out the tasks assigned to him by his superiors. Several factors that can improve performance include training and workload. The main factor that influences performance is training. The higher the APS means that more school-age children are attending school in an area. A high APS indicates greater opportunities for accessing education in general.

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Table 1. 1 Target Achievement of Increasing Quality and Access to Education Services 2023

Province	High School/Vocational High School Participation Rates in 2021	High School/Vocational High School Participation Rates in 2022	High School/Vocational High School Participation Rates in 2023
Riau islands	84.40	84.54	84.97

Data Source: BPS and Riau Islands Province Education Office 2023

Table 1.1 shows the Achievement of School Participation Rate (APS) for Senior High Schools/Vocational High Schools in the Riau Islands Province, the School Participation Rate (APS) for Senior High Schools/Vocational High Schools in 2023 was 84.97%, an increase of 0.47% with an achievement percentage of 84.97%, compared to the Realization of School Participation Rate (APS) for Senior High Schools/Vocational High Schools in 2022, which was 84.54%. If we look at the School Participation Rate (APS) for 2021 to 2023, none have reached the target set at 100% with the Good Performance category.

2. LITERATURE REVIEW
1. Theoretical basis
a) Grand theory (Path Goal Theory)

The grand theory used in this study is Job Performance theory which states that: "Job performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment (Colquitt et al 2008:37). Job performance is the performance achieved by a person in completing the tasks assigned to him/her including the quality and quantity of output and reliability in working, where a person who works well will have high performance and can produce good performance as well (Wiratama & Sintaasih, 2013).

b) Definition of Performance

Performance or work achievement is a translation of the word performance in English which means that performance is the result of work in terms of quality and quantity that can be achieved by employees in carrying out their duties in accordance with the responsibilities that have been given to them (Kerja et al. 2023). The conclusion is that performance is the result of employee work during a certain period and the focus is on employee work in a certain period. This performance comes from the word work performance or actual which means that someone has carried out work performance or actual performance.

c) Definition of Job Satisfaction

Job satisfaction is a person's psychological atmosphere and feelings related to their perception of their work or aspects of their work (S & J, 2017). If employees feel that management appreciates their work, provides flexibility in carrying out tasks, work motivation and always provides guidance and direction, then employee job satisfaction increases, which increases employee organizational commitment to the company.

d) Definition of Training

Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited objectives. Training is very important so that human resources who work can be developed to have knowledge, abilities and skills that can meet the needs of the company both now and in the future. Job training is a process of teaching certain knowledge and skills as well as attitudes so that employees are increasingly skilled and able to carry out their responsibilities better according to the standards set by the company (Mangkunegara, 2016).

e) Definition of Workload

The workload given to employees must be balanced with the abilities and competencies of the employees themselves, if it is not balanced with the abilities they have, it will gradually cause a problem for the employee, one of which is work stress experienced by employees when working. According to Paskow and Libov in Wahyudi (2017:153) stress is a feeling of being under pressure and full of anxiety experienced by someone, because it is difficult to achieve their needs and desires. So that with these conditions, someone can easily be attacked by stress so that it can affect someone in working. Stress that is not handled properly usually results in a person's inability to interact positively with their environment, both in terms of the work environment and the external environment.

f) Definition of Discipline

Work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Discipline is the key to the success of an organization in achieving its goals (Darmawan et al., 2018). According to Hasibuan (2017:193), work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. Work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that employees voluntarily try to cooperate with other employees and improve performance (Nasution and Priangkatara, 2022).

3. IMPLEMENTATION METHOD
A. Research methodology

The type of research used in this study is the Mix Method or combination method. Combination research is a research approach that combines quantitative and qualitative research methods. With the Concurrent embedded model or design (unbalanced mixture) is a research method that combines qualitative and quantitative research methods by mixing the two methods in an unbalanced manner. In this study, quantitative data becomes primary data and qualitative data becomes a secondary method. The following is a chart of the Concurrent Embedded research steps (unbalanced mixture): Mixed Methods Research is also referred to as a methodology by collecting data and analyzing data with a combination of quantitative research and qualitative research through several research phases.

B. Research Population

Sugiyono (2014) explains the meaning of population, namely: "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn."

C. Research Sample

According to Sugiyono (2014), the definition of a sample is "part of the number and characteristics possessed by the population". This study is an empirical study that aims to test the influence of individual readiness and institutional support on village government accountability. The approach in this study uses a quantitative method collected through the distribution of questionnaires. The type of research used in this study is census research. Census research is a study that takes one population group as a sample as a whole and uses a structured questionnaire as the main data collection tool to obtain specific information (Usman & Akbar, 2008). Based on this information, this study is a type of census research with the help of a questionnaire, where the respondents are all ASN of the Riau Islands Province Education Office.

D. Method of collecting data

Quantitative and qualitative data collection is done at one time, and alternately in a not too long interval. Quantitative data collection techniques as the main focus of the study by providing

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instruments that have been tested for validity and reliability to all samples. Quantitative data is by using a questionnaire. Questionnaire is giving a questionnaire in the form of questions to respondents which are then answered for data collection.

4. RESULTS AND DISCUSSION
A. Respondents' Responses
A. Respondents' Responses to Employee Performance Variables
Table 4.4 Respondents' responses to employee performance variables

No	Statement	Respondents' Answers					Total	Average
		1	**2**	**3**	**4**	**5**		
		%	**%**	**%**	**%**	**%**		
1	I can complete the work targets that have been set	0	6	31	74	20	131	
		0	4.6	23.7	56.5	15.3	100	3.8
2	I work according to the expectations of the organization	0	7	35	70	19	131	
		0	5.3	26.7	53.4	14.5	100	3.7
3	I work according to work procedures	0	11	32	80	8	131	
		0	8.4	24.4	61.1	6.1	100	3.6
4	I complete the work according to the established work standards.	0	13	41	63	14	131	
		0	9.9	31.3	48.1	22.1	100	3.5
5	I maximize my abilities in working	0	9	29	64	29	131	
		0	6.9	22.1	48.9	22.1	100	3.8
6	I minimize errors in my work	0	10	22	63	36	131	
		0	7.6	17.6	62.6	12.2	100	3.9
7	I have a high attitude and awareness and show a great sense of responsibility towards work.	0	10	23	82	16	131	
		0	7.6	17.6	62.6	12.2	100	3.7
8	I do the assigned work properly until the work is finished.	0	6	34	70	21	131	
		0	4.6	26	53.4	16	100	3.8
9	I completed the work according to the leader's instructions	0	16	17	70	28	131	
		0	12.2	13	53.4	21.4	100	3.8
10	I can work together with colleagues in the same section or division.	0	13	24	60	34	131	
		0	9.9	18.3	45.8	26	100	3.8
11	I appreciate the work of my fellow co-workers	0	7	33	70	21	131	
		0	5.3	25.2	53.4	16	100	3.8
12	I provide constructive	0	6	37	69	19	131	3.7

No	Statement							Average
	suggestions, criticism or input to the work team.	0	4.6	28.2	52.7	14.5	100	
13	I can work together with colleagues in other departments or fields	0	6	19	72	34	131	
		0	4.6	14.5	55	26	81	4
14	I take the initiative to complete the work well	0	10	40	63	18	131	
		0	7.6	30.5	48.1	13.7	100	3.6
15	I have a desire to provide the best results for the organization.	0	5	33	74	19	131	
		0	3.8	25.2	56.5	14.5	100	3.8
16	I realized the mistake and corrected it before being reprimanded by my superior.	0	18	23	76	14	131	
		0	13.7	17.6	58	10.7	100	3.6
	Average							**3.7**

Source: Primary data processed with SPSS (2024)

Based on the results of the recapitulation of respondents' responses to the statements on the Job Satisfaction variable above, it can be explained that:
1. In the statement "I can complete the work targets that have been set", the respondent's response has an average value of 3.8. This value on a Likert scale is in the Neutral category.
2. In the statement "I work according to the organization's expectations", the respondents' responses have an average value of 3.7. This value on the Likert scale is in the Neutral category.
3. In the statement "I work according to work procedures", the respondent's response has an average value of 3.6. This value on a Likert scale is in the Neutral category.
4. In the statement "I complete the work according to the established work standards", the respondents' responses have an average value of 3.5. This value on the Likert scale is in the Neutral category.
5. In the statement "I maximize my ability in working", the respondents' responses have an average value of 3.8. This value on the Likert scale is in the Neutral category.
6. In the statement "I minimize errors in working", the respondent's response has an average value of 3.9. This value on the Likert scale is in the Neutral category.
7. In the statement "I have a high attitude and awareness and show a great sense of responsibility towards work", the respondent's response has an average value of 3.7. This value on a Likert scale is in the Neutral category.
8. In the statement "I do the assigned work correctly until the work is finished.", the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.
9. In the statement "I complete the work according to the leader's instructions" the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.
10. In the statement "I can work together with colleagues in the same section or division" the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.
11. In the statement "I appreciate the work of my fellow co-workers" the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.

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12. In the statement "I provide constructive suggestions, criticisms or input for the work team" the respondent's response has an average value of 3.7. This value on the Likert scale is in the Neutral category.
13. In the statement "I can work together with colleagues in other departments or fields" the respondent's response has an average value of 4. This value on the Likert scale is in the Neutral category.
14. In the statement "I take the initiative to complete the work well" the respondent's response has an average value of 3.6. This value on the Likert scale is in the Neutral category.
15. In the statement "I have a desire to provide the best results for the organization" the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.
16. In the statement "I realized the mistake and corrected it before being reprimanded by my superior" the respondent's response had an average value of 3.6. This value on the Likert scale is in the Neutral category.

1) **Respondents' Responses to Training Variables**

Table 4.6 Respondents' responses to training variables

No	Statement	Respondents' Answers					Total	Average
		1	**2**	**3**	**4**	**5**		
		%	**%**	**%**	**%**	**%**		
1	The training I attended was always ready to help participants during the training.	0	9	35	69	18	131	
		0	6.9	26.7	52.7	13.7	100	3.7
2	The training that I attended can encourage me and other participants to be active in training activities.	0	5	36	66	24	131	
		0	3.8	27.5	50.4	18.3	100	3.8
3	The training I attended gave me and other participants the opportunity to ask questions.	0	9	37	66	19	131	
		0	6.9	28.2	50.4	14.5	100	3.7
4	Training is organized according to employee needs	0	9	37	65	20	131	
		0	6.9	28.2	49.6	15.3	100	3.7
5	Taking education and training to improve your work knowledge	0	5	29	68	29	131	
		0	3.8	22.1	51.9	22.1	100	3.9
6	After taking the training, I was able to complete the work more easily and quickly.	0	10	35	68	18	131	
		0	7.6	26.7	51.9	13.7	100	3.7
7	The training material I attended was in accordance with my work needs.	0	6	38	62	25	131	
		0	4.6	29	47.3	19.1	100	3.8
8	The training material I attended was presented in	0	13	36	61	21	131	
		0	9.9	27.5	46.6	16	100	3.6

	an interesting way and discussed in depth.						
9	The training material that I attended can provide benefits in terms of knowledge and skills in my field of work.	0	9	26	67	29	131	
		0	6.9	19.8	51.1	22.1	100	3.8
10	The training I attended used training methods that were appropriate to the topics discussed.	0	10	30	62	29	131	
		0	7.6	22.9	47.3	22.1	100	3.8
11	The implementation of the training that I attended was in accordance with the schedule that had been set and on time.	0	16	42	56	17	131	
		0	12.2	32.1	42.7	13	100	3.5
12	The training committee is responsive in assisting training participants.	0	10	39	62	20	131	
		0	7.6	29.8	47.3	15.3	100	3.7
13	I mastered the various training materials provided quickly.	0	11	38	62	20	131	
		0	8.4	29	47.3	15.3	100	3.6
14	The training that I attended was able to interact well with me and other participants.	0	17	36	58	20	131	
		0	13	27.5	44.3	15.3	100	3.6
15	I actively participated in the implementation of the training program	0	14	36	60	21	131	
		0	10.7	27.5	45.8	16	100	3.6
Average								**3.7**

Source: Primary data processed with SPSS (2024)

Based on the results of the recapitulation of respondents' responses to the statements on the training variables above, it can be explained that:

1. In the statement "The training I attended was always ready to help participants during the training", the respondents' responses had an average value of 3.7. This value on a Likert scale is in the Neutral category.

2. In the statement "The training I attended can encourage me and other participants to be active in training activities", the respondents' responses have an average value of 3.8. This value on a Likert scale is in the Neutral category.

3. In the statement "The training I attended gave me and other participants the opportunity to ask questions", the respondents' responses had an average value of 3.7. This value on the Likert scale is in the Neutral category.

4. In the statement "Training is organized according to employee needs", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.

5. In the statement "Following education and training to be able to improve knowledge in work", the respondents' responses had an average value of 3.9. This value on a Likert scale is in the Neutral category.

6. In the statement "After taking the training, I am able to complete the work more easily and quickly", the respondents' responses have an average value of 3.7. This value on the Likert scale is in the Neutral category.

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7. In the statement "The training material that I attended is in accordance with work needs", the respondent's response had an average value of 3.8. This value on a Likert scale is in the Neutral category.
8. In the statement "The training material that I attended was delivered in an interesting way and discussed in depth", the respondents' responses had an average value of 3.6. This value on a Likert scale is in the Neutral category.
9. In the statement "The training material that I attended can provide benefits in terms of knowledge and skills in my field of work", the respondent's response had an average value of 3.8. This value on a Likert scale is in the Neutral category.
10. In the statement "The training I attended used a training method that was appropriate to the topic discussed", the respondent's response had an average value of 3.8. This value on a Likert scale is in the Neutral category.
11. In the statement "The implementation of the training that I attended was in accordance with the schedule that had been set and on time", the respondent's response had an average value of 3.5. This value on a Likert scale is in the Neutral category.
12. In the statement "The training committee is responsive in helping training participants", the respondent's response has an average value of 3.7. This value on a Likert scale is in the Neutral category.
13. In the statement "I mastered the various training materials given quickly.", the respondent's response had an average value of 3.6. This value on a Likert scale is in the Neutral category.
14. In the statement "The training I attended can interact well with me and other participants", the respondent's response has an average value of 3.6. This value on a Likert scale is in the Neutral category.
15. In the statement "I actively participate in the implementation of the training program", the respondent's response has an average value of 3.6. This value on the Likert scale is in the Neutral category.

2) Respondents' Responses to Workload Variables

Table 4.7 Respondents' responses to the workload variable

No	Statement	Respondents' Answers					Total	Average
		1	**2**	**3**	**4**	**5**		
		%	**%**	**%**	**%**	**%**		
1	The work given to employees is in accordance with their respective duties	0	12	34	54	31	131	
		0	9.2	26	41.2	23.7	100	3.7
2	The work provided is in accordance with established regulations	0	14	31	55	31	131	
		0	10.7	23.7	42	23.7	100	3.7
3	The work given is in accordance with the employee's abilities	0	13	38	55	25	131	
		0	9.9	29	42	19.1	100	3.7
4	The working conditions are in accordance with the provisions that have been set.	0	14	32	50	35	131	
		0	10.7	24.4	38.2	26.7	100	3.8
5	I was placed according to my skills.	0	14	35	48	34	131	
		0	10.7	26.7	36.6	26	100	3.7
6	The work given is in accordance with my educational background.	0	13	39	55	24	131	
		0	9.9	29.8	42	18.3	100	3.6
7	I am able to use my working	0	18	39	49	25	131	3.6

		0	13.7	29.8	37.4	19.1	100	
	time well and optimally.							
8	If there is work that I haven't finished, I always work overtime (work on it when it's time to go home).	0	18	37	51	25	131	
		0	13.7	28.2	38.9	19.1	100	3.6
9	The time given by the office is according to the work that must be completed.	0	13	36	54	28	131	
		0	9.9	27.5	41.2	21.4	100	3.7
10	I complete the work according to the target I want to achieve.	0	16	31	46	38	131	
		0	12.2	23.7	35.1	29	100	3.8
11	The targets set by the organization are in accordance with employee capabilities.	0	15	33	46	37	131	
		0	11.5	25.2	35.1	28.2	100	3.8
12	Current workload is in accordance with employee capabilities	0	16	31	53	31	131	
		0	12.2	23.7	40.5	23.7	100	3.7
13	The superior gives work authority according to the employee's responsibilities.	0	13	32	52	34	131	
		0	9.9	24.4	39.7	26	100	3.8
14	The workload given is in accordance with the conditions of the scope of work	0	15	29	55	32	131	
		0	11.5	22.1	42	24.4	100	3.7
15	I am satisfied with the division of tasks given by my superiors.	0	13	30	51	37	131	
		0	9.9	22.9	38.9	28.2	100	3.8
Average								**3.7**

Source: Primary data processed with SPSS (2024)

Based on the results of the recapitulation of respondents' responses to the statements on the workload variable above, it can be explained that:

1. In the statement "The work given to employees is in accordance with their respective duties", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.
2. In the statement "The work given is in accordance with the established regulations", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.
3. In the statement "The work given is in accordance with the employee's abilities", the respondent's response has an average value of 3.7. This value on a Likert scale is in the Neutral category.
4. In the statement "Working conditions are in accordance with the provisions that have been set", the respondent's response has an average value of 3.8. This value on a Likert scale is in the Neutral category.
5. In the statement "I am placed according to my expertise.", the respondent's response has an average value of 3.7. This value on a Likert scale is in the Neutral category.
6. In the statement "The job given is in accordance with my educational background.", the respondent's response has an average value of 3.6. This value on the Likert scale is in the Neutral category.

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7. In the statement "I am able to use my working time well and optimally.", the respondents' responses have an average value of 3.6. This value on a Likert scale is in the Neutral category.

8. In the statement "If there is work that I have not finished, I always work overtime (work on it when it's time to go home)", the respondent's response has an average value of 3.6. This value on the Likert scale is in the Neutral category.

9. In the statement "The time given by the office is in accordance with the work to be completed.", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.

10. In the statement "I complete the work according to the target to be achieved.", the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.

11. In the statement "The target set by the organization is in accordance with the employee's ability", the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.

12. In the statement "The current workload is in accordance with employee capabilities", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.

13. In the statement "Superiors give work authority according to employee responsibilities.", the respondents' responses have an average value of 3.8. This value on a Likert scale is in the Neutral category.

14. In the statement "The workload given is in accordance with the conditions of the scope of work.", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.

15. In the statement "I feel satisfied with the division of tasks given by my superiors.", the respondents' responses have an average value of 3.8. This value on the Likert scale is in the Neutral category.

3) Respondents' Responses to Discipline Variables

Table 4.8 Respondents' responses to the Discipline Variable

No	Statement	Respondents' Answers					Total	Average
		1	**2**	**3**	**4**	**5**		
		%	**%**	**%**	**%**	**%**		
1	I will be checking in to work no later than 07.30 at the office, in accordance with the working hours that have been determined.	0 / 0	6 / 4.6	33 / 25.2	72 / 55	20 / 15.3	131 / 100	3.8
2	I do the attendance check-in and leave work at 16.00 at the earliest, in the office according to the specified time.	0 / 0	7 / 5.3	36 / 27.5	69 / 52.7	19 / 14.5	131 / 100	3.7
3	I work well and am able to master the processes/work flows in the organization.	0 / 0	11 / 8.4	32 / 24.4	80 / 61.1	8 / 6.1	131 / 100	3.6
4	I understand the tasks given by my superiors with the organization's standard SOP.	0 / 0	13 / 9.9	39 / 29.8	64 / 48.9	15 / 11.5	131 / 100	3.6
5	I always wear work	0	9	28	66	28	131	3.8

No	Statement							Average
	uniforms according to organizational rules.	0	6.9	21.4	50.4	21.4	100	
6	I implement company regulations by not leaking organizational data that is considered important.	0	11	22	64	34	131	
		0	8.4	16.8	48.9	26	100	3.9
7	I always respect my superior's opinion in completing work	0	10	23	82	16	131	
		0	7.6	17.6	62.6	12.2	100	3.7
8	I work well and am able to master the work flow process.	0	6	35	69	21	131	
		0	4.6	26.7	52.7	16	100	3.8
9	I always obey my superior's orders	0	15	16	73	27	131	
		0	11.5	12.2	55.7	20.6	100	3.8
10	I always comply with work according to work guidelines.	0	11	26	60	34	131	
		0	8.4	19.8	45.8	26	100	3.8
11	I am always careful in working	0	8	34	69	20	131	
		0	6.1	26	52.7	15.3	100	3.7
12	I always check and double check my work.	0	6	36	70	19	131	
		0	4.6	27.5	53.4	14.5	100	3.7
13	I am able to complete the work properly and correctly	0	7	19	71	34	131	
		0	5.3	14.5	54.2	26	100	4
14	I am always responsible for all work done.	0	10	37	66	18	131	
		0	7.6	28.2	50.4	13.7	100	3.7
15	I am careful in using office facilities equipment properly.	0	5	34	73	19	131	
		0	3.8	26	55.7	14.5	100	3.8
Average								**3.7**

Source: Primary data processed with SPSS (2024)

Based on the results of the recapitulation of respondents' responses to the statements on the discipline variable above, it can be explained that:

a. In the statement "I do the work attendance no later than 07.30 in the office, according to the working hours that have been determined", the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.

b. In the statement "I do the earliest attendance to go home from work at 16.00, in the office according to the specified time", the respondent's response has an average value of 3.7. This value on the Likert scale is in the Neutral category.

c. In the statement "I work well and am able to master the process/work flow in the organization", the respondent's response has an average value of 3.6. This value on a Likert scale is in the Neutral category.

d. In the statement "I understand the tasks given by superiors with the organization's SOP standards", the respondent's response has an average value of 3.6. This value on a Likert scale is in the Neutral category.

e. In the statement "I always wear a work uniform according to organizational rules.", the respondent's response has an average value of 3.8. This value on a Likert scale is in the Neutral category.

f. In the statement "I implement company regulations by not leaking organizational data that is considered important.", the respondent's response has an average value of 3.9. This value on a Likert scale is in the Neutral category.

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g. In the statement "I always respect the opinion of my superiors in completing work.", the respondents' responses have an average value of 3.7. This value on a Likert scale is in the Neutral category.

h. In the statement "I work well and am able to master the work flow process.", the respondent's response has an average value of 3.8. This value on a Likert scale is in the Neutral category.

i. In the statement "I always obey the orders of my superiors", the respondents' responses have an average value of 3.8. This value on a Likert scale is in the Neutral category.

j. In the statement "I always comply with the work according to the work guidelines", the respondent's response has an average value of 3.8. This value on the Likert scale is in the Neutral category.

k. In the statement "I am always careful in working", the respondent's response has an average value of 3.7. This value on a Likert scale is in the Neutral category.

l. In the statement "I am always careful and double check my work", the respondents' responses have an average value of 3.7. This value on the Likert scale is in the Neutral category.

m. In the statement "I am able to complete the work well and correctly", the respondent's response has an average value of 4. This value on the Likert scale is in the Neutral category.

n. In the statement "I am always responsible for all the work done.", the respondents' responses have an average value of 3.7. This value on the Likert scale is in the Neutral category.

o. In the statement "I am vigilant in using office facility equipment properly", the respondent's response has an average value of 3.8. This value on a Likert scale is in the Neutral category.

E. Data analysis

1) Composite Reliability Analysis

Table 4.9 Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
WORKLOAD (X2)	0.974	0.989	0.976	0.728
DISCIPLINE (X3)	0.947	0.949	0.953	0.578
JOB SATISFACTION	0.966	0.970	0.970	0.685
EMPLOYEE PERFORMANCE	0.941	0.950	0.949	0.545
TRAINING (X1)	0.970	0.973	0.973	0.709

Source: Primary data processed with SmartPLS (2024)

Based on the internal consistency analysis data in table 4.9 above, the results obtained are that:

1. Training (X1) has a composite reliability value of 0.973 > 0.600, so training (X1) is reliable,

2. Workload (X2) has a composite reliability value of 0.976 > 0.600, so Workload (X2) is reliable,

3. Discipline (X3) has a composite reliability value of 0.953 > 0.600, so the Discipline variable (X3) is reliable,

4. Job Satisfaction (Z) has a composite reliability value of 0.970 > 0.600, so the Job Satisfaction (Z) variable is reliable,

5. Employee Performance (Y) has a composite reliability value of 0.949 > 0.600, so the Employee Performance (Y) variable is reliable.

2) Convergent Validity

Table 4. 10 Outer Loading Values

	WORKLOAD (X2)	DISCIPLINE (X3)	JOB SATISFACTION	EMPLOYEE PERFORMANCE	TRAINING (X1)
X1.1					0.955
X1.10					0.706
X1.11					0.850
X1.12					0.907
X1.13					0.861
X1.14					0.851
X1.15					0.829
X1.2					0.688
X1.3					0.952
X1.4					0.949
X1.5					0.780
X1.6					0.919
X1.7					0.712
X1.8					0.895
X1.9					0.702
X2.1	0.911				
X2.10	0.881				
X2.11	0.805				
X2.12	0.921				
X2.13	0.857				
X2.14	0.928				
X2.15	0.894				
X2.2	0.922				
X2.3	0.828				
X2.4	0.882				
X2.5	0.859				
X2.6	0,800				
X2.7	0.763				
X2.8	0.741				
X2.9	0.780				
X3.1		0.828			
X3.10		0.789			
X3.11		0.816			
X3.12		0.796			
X3.13		0.826			
X3.14		0.706			

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X3.15		0.709		
X3.2		0.683		
X3.3		0.614		
X3.4		0.764		
X3.5		0.847		
X3.6		0.785		
X3.7		0.668		
X3.8		0,800		
X3.9		0.731		
Y1				0.830
Y10				0.767
Y11				0.819
Y12				0.803
Y13				0.835
Y14				0.708
Y15				0.704
Y16				0.260
Y2				0.685
Y3				0.623
Y4				0.787
Y5				0.839
Y6				0.774
Y7				0.663
Y8				0.801
Y9				0.713
Z1			0.762	
Z10			0.788	
Z11			0.930	
Z12			0.919	
Z13			0.696	
Z14			0.736	
Z15			0.913	
Z2			0.953	
Z3			0.789	
Z4			0.797	
Z5			0.754	
Z6			0.709	
Z7			0.763	
Z8			0.925	
Z9			0.910	

Source: Primary data processed with SmartPLS (2024)

Based on the table above, it can be seen that there are still some outer loading values that have values below 0.7, including:

1. The outer loading value of Training (X1) contains 1 item in statement item number 2 which has a value of less than 0.7 so that there is 1 statement item in Training (X1) which is not included in further research.
2. The outer loading value of Workload (X2) for all statement items is greater than 0.7, so all indicators are declared valid.
3. The outer loading value of Discipline (X3) contains 3 items in statement items numbers 2, 3 and 7 which have a value of less than 0.7 so that there are 3 statement items in Discipline (X3) which are not included in further research.
4. The outer loading value of Job Satisfaction (Z) contains 1 item in statement item number 13 which has a value of less than 0.7 so that there is 1 statement item in Job Satisfaction (Z) which is not included in further research.
5. The outer loading value of Employee Performance (Y) contains 2 items in statement items number 2 and 7 which have a value of less than 0.7 so that there are 2 statement items in Employee Performance (Y) which are not included in further research.

B. Hypothesis Testing

Table 4. 16 Direct Effect Hypotheses

	Path Coefficients	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
TRAINING (X1) -> JOB SATISFACTION	0.238	0.240	0.087	2,722	0.007
TRAINING (X1) -> EMPLOYEE PERFORMANCE	0,000	0,000	0.008	0.052	0.958
WORKLOAD (X2) -> JOB SATISFACTION	0.234	0.240	0.090	2,600	0.009
WORKLOAD (X2) -> EMPLOYEE PERFORMANCE	-0.011	-0.011	0.008	1,459	0.145
DISCIPLINE (X3) -> JOB SATISFACTION	0.360	0.359	0.095	3,781	0,000
DISCIPLINE (X3) -> EMPLOYEE PERFORMANCE	1,008	1,009	0.008	130,418	0,000
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	-0.032	-0.034	0.010	3,269	0.001

Source: Primary data processed with SmartPLS (2024)

Based on table 4.16 above, it can be seen that:
a. The direct influence between Training and Job Satisfaction has a P-Value of 0.007 < 0.05, so it can be stated that there is a significant direct influence between Training and Job Satisfaction.
b. The direct influence between Training on Employee Performance has a P-Value of 0.958 > 0.05, so it can be stated that there is no direct and insignificant influence between Training on Employee Performance.
c. The direct influence between Workload and Job Satisfaction has a P-Value of 0.009 < 0.05, so it can be stated that there is a significant direct influence between Workload and Job Satisfaction.

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d. The direct influence between Workload on Employee Performance has a P-Value of 0.145 > 0.05, so it can be stated that there is no direct and insignificant influence between Workload on Employee Performance.

e. The direct influence between Discipline and Job Satisfaction has a P-Value of 0.000 < 0.05, so it can be stated that there is a significant direct influence between Discipline and Job Satisfaction.

f. The direct influence between Discipline and Employee Performance has a P-Value of 0.000 < 0.05, so it can be stated that there is a significant direct influence between Discipline and Employee Performance.

g. The direct influence between Job Satisfaction on Employee Performance has a P-Value of 0.001 < 0.05, so it can be stated that there is a significant direct influence between Job Satisfaction on Employee Performance.

DISCUSSION

In searching for and collecting information regarding the research conducted, the researcher collected information regarding training, workload, discipline in the Riau Islands Province Education Office. At the analysis stage, the researcher made a list of questions used for interviews with informants as data collection, which were then analyzed to find out how the information provided by the informants was. The research carried out several stages, namely interviews based on the research focus on training, workload, and discipline. Interviews conducted by researchers in August 2024, the research results were obtained through in-depth interviews with sources as a form of data search and direct involvement in the field which the researchers then analyzed. The informant is Mr. Anjar Tamimy, Functional Position of Human Resources Analyst for State Apparatus at the Riau Islands Province Education Office.

Figure 4.7 Informants and Researchers

In conducting observations and in-depth interviews with informants, researchers do it based on locations and times that have been arranged as well as possible. In addition, researchers meet directly with informants. The results of this study were obtained through data collection techniques with interviews and observations. This technique was carried out to obtain natural data. The interview structure designed by the researcher is not a standard guideline. So if the answers given by the informant are not clear, the researcher asks other questions so that the answers given can be further when they explain, then the researcher can analyze. Employee training needs to be done so that employees are able and ready to be placed in certain positions in the company, which means being able to work and willing to comply with all the rules that have been set by the company. The informant explained that currently there are many trainings to improve the competence of

employees in the Riau Islands Provincial Education Office. It's just that not all employees can participate in training because some employees have to go out of town, or have other personal matters. Training is very effective in improving performance, the more training employees participate in, the more employee performance can be improved. If you want to give an excessive workload, you usually have to make sure first whether the workload will hinder the work of other employees.

5. CONCLUSION
Conclusion

The results of the data analysis findings in the discussion and hypothesis testing can be concluded as follows:

1. Training (X1) directly but not significantly affects employee performance (Y). This is because the training carried out does not match employee needs so that there is no new knowledge that can improve performance. This confirms the existence of several Regional Devices whose performance has declined in the Riau Islands Province Education Office.

2. Training (X1) has a direct and significant effect on job satisfaction (Y) of employees at the Riau Islands Province Education Office. This condition is influenced by several factors, including where the training material delivered is discussed in depth, can be applied when employees complete their tasks and responsibilities, employees become faster in completing their work. So that employees feel satisfied with the results they have achieved.

3. Workload (X2) directly but not significantly affects employee performance (Y) of the Riau Islands Provincial Education Office employees. This condition is influenced by several factors, including because some employees are given work that is not in accordance with their abilities and competencies, in addition there is also a workload on one employee because of competence and speed of work completion.

4. Workload (X2) directly and significantly affects the job satisfaction (Z) of the employees of the Riau Islands Province Education Office. This is because employees can use their working time optimally, and if there is unfinished work, employees will complete the work with overtime.

5. Discipline (X3) directly and significantly affects employee performance (Y) of the Riau Islands Provincial Education Office employees. This is because employees work well and are able to master the processes/workflows in the organization and understand the tasks given by superiors with the organization's SOP standards. With this discipline, employees are able to improve their performance.

6. Discipline (X3) directly and significantly affects Job Satisfaction (Z) of employees of the Riau Islands Province Education Office. This is because in implementing company regulations, employees do not leak organizational data that is considered important, always respect the opinions of superiors in completing work.

7. Training (X1) has a direct effect on Employee Performance (Y) through Job Satisfaction (Z) with very significant results. This is because employees have the skills and abilities needed to complete the work being done. In addition, the Riau Islands Province Education Office also always includes employees who will take part in training that can be used by employees to improve their knowledge and skills.

8. Workload (X2) has a direct effect on Employee Performance (Y) through Job Satisfaction (Z) with very significant results. This is because if the workload given is in accordance with the employee's competence and ability, then the employee can complete the work within the specified time, this can improve employee performance and increase employee confidence so that employees get job satisfaction.

9. Discipline (X3) has a direct effect on Employee Performance (Y) through Job Satisfaction (Z) with very significant results. This is because if employees are on time in completing the

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work given, and employees can keep secrets in an organization, this can improve employee performance.

10. Employee Performance (Y) directly and significantly affects the job satisfaction (Z) of the employees of the Riau Islands Province Education Office. This is because the better the performance of employees in an organization, the higher the level of job satisfaction.

Suggestion

Based on the conclusions of the research results above, in accordance with the objectives of this research, it can be suggested to the leaders and managerial divisions of the Regional Finance and Asset Agency of the Riau Islands Province and for the advancement of management economics science, the following are suggested:

1. In the training variable, there are several things that need to be done by the Riau Islands Provincial Education Office, namely conducting training according to employee needs, and also conducting training at the right time so that all employees who need training to improve their performance can take part in the training.

2. In the workload variable, there are several things that need to be done by the Riau Islands Provincial Education Office, namely: Clear SOPs need to be made related to the implementation of work. And there is attention and guidance from the leadership to employees regarding the work being done so that there is a double checker process so that it will minimize errors.

3. In the work discipline variable, there are several things that need to be done by the Riau Islands Provincial Education Office, namely: It is necessary to create clear regulations that must be obeyed by all employees in the organizational environment, in addition, existing regulations are socialized so that all employees can carry out the regulations that have been made.

4. In the employee performance variable, there are several things that need to be done by the Riau Islands Provincial Education Office, namely having a high attitude and awareness and showing a great sense of responsibility for work, accustoming employees to be able to work together with colleagues and establishing good relationships with colleagues.

5. In the job satisfaction variable, there are several things that need to be done by the Riau Islands Provincial Education Office, namely the need for open transparency in conducting job promotions so that there is no jealousy between employees. In addition, there needs to be a placement of employee positions according to their educational background.

6. For future research, it is recommended to examine other variables that influence performance, such as leadership, compensation, employee trust in leaders and other objects that may have an influence on employee performance.

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