Influence of Work Discipline and Work Environment on Employee Performance at PT Sentra Agroprima Lestari

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Abstract

Employees are vital to business operations, especially when it comes to time management, work discipline and work environment. The aim of this research is to examine how the work environment and work discipline influence employee performance. PT employees. The Surabaya Agroprima Lestari Center is the subject of research. This research applies quantitative research methods as its methodology. Partial Least Square (PLS) analysis was applied, along with validity and reliability checks. Research findings show that employee performance was directly and positive significantly influenced by work discipline. Employee performance is directly and positive significantly influenced by the workplace.

A. INTRODUCTION

One of the most important aspects of managing a company is its human resources. Even when many of the necessary variables exist, organizations are incapable of functioning without human participation. Because people move and determine how the organizational network is built. In order to realize organizational goals, organizations must offer a positive orientation. Organizational management includes human resource management. Organizational management that emphasizes the human resource component, including human resource management. The goal of human resource management is to manage the human component effectively to create a happy workforce. If company resources are not supported by the best performing human resources, they will not produce the best results. This shows that human resources are the main factor taken into account in all needs.

Considering the importance of human resources in the current global era, one of the efforts that must be made by the business world is to increase the standards of its human resources. Employee performance is anticipated to improve the quality of resources.

According to Mangkunegara (2017:67), employee performance is the result of the quality and quantity of work completed by employees while carrying out activities in accordance with the obligations assigned to them. In other words, a company's ability to survive depends on the effectiveness of its workforce. Salary, work environment, organizational culture, leadership, work motivation, work discipline, job happiness, communication and other elements all have an impact on employee performance.

Another argument put forward by Hasibuan (2016: 202) argues that someone who enjoys their work has a positive emotional attitude towards their work. Workplace morale, order, and productivity all reflect this mentality. Employees who are attached to their work are those who are consistently enthusiastic about their work, full of energy, and excel for the company. According to Handoko (in Sutrisno, 2017: 75), employees' emotional conditions can be positive or negative in terms of their job satisfaction. In this situation, it is very important for every organization to have and increase job satisfaction. The performance of each employee is greatly influenced by the level of job satisfaction. This has been proven to be able to support work performance. Companies or organizations can be expected to improve and motivate the work of each employee. This also applies to creating a positive work culture. The resulting positive impact can be seen on discipline and the work environment. These two things play an important role and influence on employee performance.

Anything around an employee that may impact how they perform their job duties is considered part of the workplace environment. According to Nitisemito (2015: 184), this was said. Employees can feel safe and comfortable in carrying out their duties and obligations in a good work environment. On the other hand, a bad work environment will result in a decrease in employee performance.

Work discipline is one of the factors that also influences employee performance. According to Handoko (2015:208), discipline is a management task that is implemented to uphold organizational standards. Employees who are disciplined at work tend to carry out all their activities in accordance with the laws, norms and obligations they carry out.

Employees are vital to business operations, especially when it comes to time management and work discipline. The following are findings from observations carried out at PT. Sentra Agroprima Lestari Surabaya over the last five months has shown a high level of employee tardiness. The data below relates to staff absenteeism at PT. Agroprima Lestari Center Surabaya from January 2022 to May 2022.

Table 1. Employee Absence Data for the Period January – May 2022

Month	Number of Employees	Late		Total	Percentage of late (%)
		< 10 Minutes	> 10 Minutes		
January	25	4	3	7	20 %
February	25	8	4	11	31.4 %
March	25	9	5	14	40 %
April	25	7	3	10	28.6 %
May	25	5	4	9	25.7 %

Source: data processed

Table 1, the percentage and absence of employees in January was 20%, in February the percentage of tardiness increased by 31.4%, in March employee tardiness also increased by 40% and decreased in April by 28.6% and in May 25.7% . Work discipline also has an impact on employee habits. The higher the level of discipline, the higher the impact that will be seen in work performance. Work discipline is also a benchmark for companies or organizations in supporting the environment and job satisfaction.

A business in Surabaya called PT. Sentra Agroprima Lestari specializes in selling fresh cut flowers, and many flower shops that decorate weddings use their products. The company's sales division, which includes telemarketing and sales, is experiencing problems due to declining staff performance. This can be seen from the annual failure to meet sales target levels.

Table 2. Data on Employee Performance Results

No	Years	Performance
1	2018	42%
2	2019	15%
3	2020	25%

4	2021	34%

Source: data processed

Table 2: Every year the company in 2018 reached 42%, in 2019 it reached a decrease of 25%, whereas in 2020 it reached an increase of 25%, in 2021 it reached an increase of 34%. The aim of this research is to find out and prove whether discipline and work environment influence the performance of PT Sentra Agroprima Lestari Surabaya employees.

B. LITERATURE REVIEW

Human Resource Management

Human resource management is the activity of planning, acquiring, developing, maintaining and applying human resources to achieve goals both individually and organizationally. This is realized through the functions of HR planning, recruitment and selection of HR development, career planning and development, compensation, occupational safety and health, as well as inter-industry relations. Human resource management, according to Bintoro (2017:15), is a way of controlling the relationships and roles of human resources owned by individuals efficiently and effectively and capable of being utilized optimally to achieve the goals of company employees and society. According to Hasibuan (2017:10), human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of employees and company society. According to the various views above, it can be concluded that HR management plays an important role in responding to HR demands, from planning to ending HR, with a focus on supporting the achievement of organizational goals.

Human Resources Function

Malayu SP Hasibuan (2017:21) states that the role of HR is organizing. Planning requires organizing the workforce effectively and efficiently to meet business needs and contribute to achieving planning goals. The planning function is to determine the division of work, work relationships, integration and coordination in the organizational chart. Organizing is the process of bringing order to all employees. The function of informing, the act of directing all employees to work together, effectively and efficiently in supporting the

achievement of organizational and individual goals is known as direction. Training Function, control is the act of supervising all employees to ensure that they follow all company policies and perform their work as intended. The purchasing function, the process of recruiting, selecting, placing, directing and inducting people who meet business demands is known as procurement. Enhancement function, the process of improving employees' technical, theoretical, conceptual and moral skills through instruction and training is known as development. Compensation function, exchange of products or monetary compensation for labor performed on behalf of the employer. Integration function, the process of bringing together workforce needs with business needs to foster productive and effective work relationships. Maintenance function, the process of preserving or increasing employee commitment, loyalty and general well-being. The function of discipline, without good discipline, it is difficult to realize the highest goals, making discipline a very vital function and the key to achieving goals.

Work Discipline

An organization there needs to be good work discipline from all employees, because if employees are disciplined in their work then the organization can achieve its goals. Work discipline is part of management implementation to strengthen organizational guidelines (Keith Davis in Mulyadi's book (2016:49) Workplace discipline is an administrative task that is implemented to enforce company norms. Sutrisno (2016:87) says that work discipline includes an attitude of respect for regulations and organizational rules that exist within the employee, which causes an employee to voluntarily adapt to the norms and regulations of the organization.

Work Discipline Indicators

Work discipline refers to a person's awareness and readiness to comply with all company policies and relevant norms. Indicators of work discipline according to Malayu S.P. Hasibuan (2015:194) there are 4 (four) categories, including: complying with all regulations. Employees must follow all company regulations that have been established in accordance with work regulations and guidelines to ensure comfort and efficiency at work. Optimal time

management: Employees are expected to make optimal use of the working time provided by the company to achieve the goals set by the company while complying with company work standards. Employees already have high standards of work discipline if they are given tasks and obligations that do not comply with the deadlines set by the organization. The accuracy of employees reporting to work and leaving for work according to the provisions is the number of absences which can be used as a benchmark for work discipline. It is possible to know whether discipline is strong or weak at work by always arriving and leaving on time, or by following established rules.

Work environment

Because the workforce really needs a good and pleasant work environment, effective management will take this into account. Employees are directly impacted by the workplace. Employee job satisfaction is influenced by the workplace, and both a good (productive) workplace environment and a bad workplace will have an impact on employee performance. The ability of HR to carry out their duties optimally, in a safe, secure and comfortable workplace is referred to as a positive work environment.

Nitisemito (2014: 184) said that the workplace includes all things that influence how employees carry out the tasks assigned to them. What is meant by "work environment" is all factors that influence an employee's ability to carry out their duties, including temperature, lighting, noise, ventilation, cleanliness of the work space, and suitability of tools and equipment. Good working conditions are desired by employees because they promote physical well-being, which naturally impacts productivity. According to the definition given above, the term "work environment" refers to everything that is found around employees and has the potential to influence either directly or indirectly how they behave at work. Human resources in the workplace are said to be in good condition if they are able to complete all their tasks efficiently and comfortably.
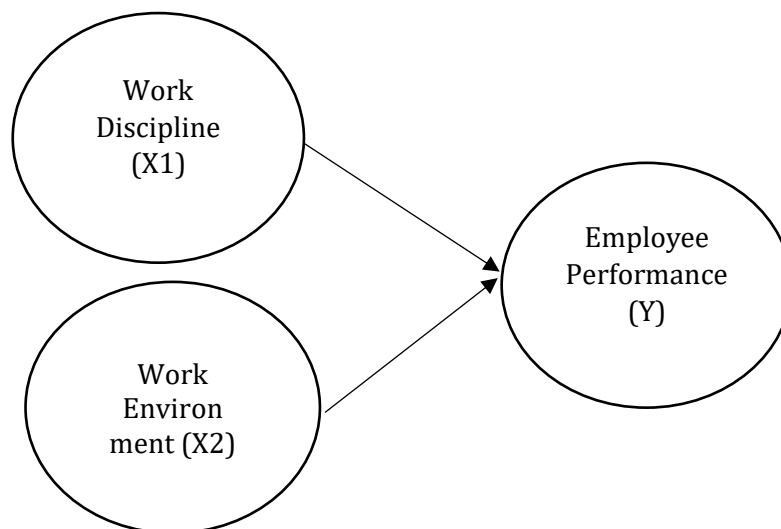
Performance

Performance is often understood as the degree of success a person has when carrying out their duties. Performance is the behavior displayed by each employee as proof of their

ability to achieve work that is appropriate to their position in the organization. Performance according to Mangkunegara (2017:67) is the result of the work carried out by a person to fulfill his obligations according to the responsibilities assigned to him. Every organization always demands that its workers excel because they will make the best contribution to the business. Additionally, businesses are able to boost their performance by hiring exceptional staff. Veithzal Rifai (2015: 309) emphasizes that talent and motivation are related to performance. The work result that is closely related to company strategy, customer happiness and financial contribution is performance. Therefore, a person's performance can be observed as a measure of his achievement in achieving his goals within a company.

Conceptual framework

Figure 1. Conceptual framework

A hypothesis is a temporary answer to the researcher's problem formulation, where the research problem formulation is:

H1: Work Discipline Influences PT Employee Performance. Surabaya Sustainable Agroprima Center.

H2: Work environment influences the performance of PT employees. Surabaya Sustainable Agroprima Center.

H3: Work discipline and work environment influence the performance of PT employees. Surabaya Sustainable Agroprima Center.

C. METHOD

This research is quantitative research with the independent variables being work discipline (X1) and Work Environment (X2), while the dependent variable is employee performance Sugiyono (2018:39). The population of this research is all employees of PT. Surabaya Agroprima Lestari Center with 25 people. Because the population was <100, the population was directly used as a sample. As stated by Sugiyono (2018: 85) in his book, saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people. Data collection was carried out directly through questionnaires. The grid of questionnaire questions is:

X1: Work Discipline

Work discipline refers to a person's understanding and readiness to follow all applicable company policies and standards. Basic indicators according to Malayu S.P. Hasibuan (2015:194) is the level of discipline of an organization's employees, which includes: (a). Compliance with all company regulations. (b). Successful time management. (c). Responsible for tasks and activities. (d). Number of absences.

X2: Work Environment

Everything around a worker that may have an impact on how well he completes the tasks assigned to him constitutes his work environment. Sunyoto (2017:79) states that the Environment in the Workplace. The following are several signs that can be observed and evaluated, consisting of (a). Relationships at work. (b). Workplace settings. (c). Workspace accessibility. (d). Security.

Y: Employee Performance

Employee performance is the final result of the quality and quantity of work completed by an employee while carrying out the tasks assigned to him. One of the indicators used to measure this variable is (a). quality of work. (b). Job volume. (c). Execution of tasks. (d).

Responsibility for his work. The method used in analyzing this research data is Partial Least Square (PLS).

D. RESULTS and DISCUSSION

Outer Model Testing

Outer Model Analysis defines how each indicator is related to its latent variable. Tests carried out in the outer model include:

1. Convergent Validity

By examining the validity indicators provided by the loading factor values, convergent validity is determined. The size of this loading factor will show how strong the correlation is between the indicator and the latent variable. The predicted value of the loading factor in this study is more than 0.70. The results of the SEM PLS model calculation are shown in Figure 2.
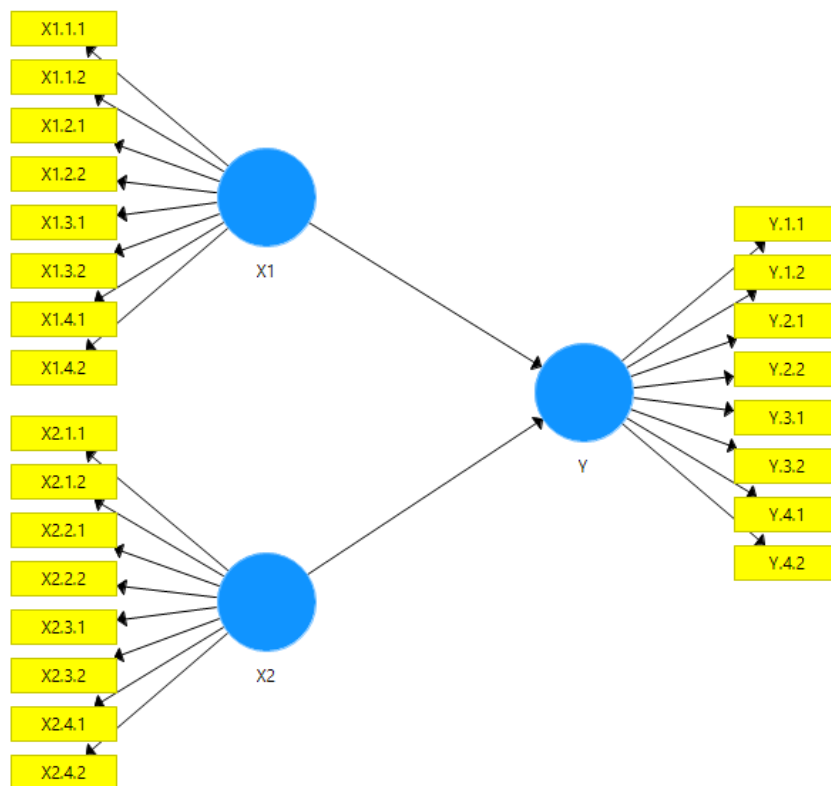

Figure 2. PLS model

Source: data processed

After processing the data by applying SmartPLS 3.0, the results of the loading factor or outer loading can be seen in the following Table 3:

Table 3. Loading Factor

Variable	Items	Loading Factor
Work Discipline (X1)	X1.1.1	0,819
	X1.1.2	0,879
	X1.2.1	0,777
	X1.2.2	0,879
	X1.3.1	0,754
	X1.3.2	0,873
	X1.4.1	0,861
	X1.4.2	0,766
Work Environment (X2)	X2.1.1	0,784
	X2.1.2	0,740
	X2.2.1	0,796
	X2.2.2	0,781
	X2.3.1	0,815
	X2.3.2	0,779
	X2.4.1	0,739
	X2.4.2	0,778
Employee Performance (Y)	Y.1.1	0,817
	Y.1.2	0,814
	Y.2.1	0,825
	Y.2.2	0,866
	Y.3.1	0,816
	Y.3.2	0,810
	Y.4.1	0,851
	Y.4.2	0,748

Source: data processed

Table 3, which displays the results of data processing, shows that all indicators for each variable in this study have a loading factor value greater than 0.7. To enable convergent validity testing, which can also be done by checking the Average Variance Extracted (AVE) value for each construct or latent variable. If the AVE value for each construct is more than 0.5, then the model is considered good. The following table shows the convergent validity findings using the Average Variance Extracted (AVE) value:

Table 4. Value of Average Variance Extracted (AVE)

Variable	AVE	Standard AVE	Conclusion
Work discipline (X1)	0,685		Valid
Work environment (X2)	0,604	0,5	Valid
Employee performance (Y)	0,671		Valid

Source: data processed

It is clear from Table 4 that each construct or latent variable has an AVE value greater than 0.5. It can be concluded that each study concept is valid or meets validity standards if this value meets the requirements in accordance with the specified standard limits

2. Discriminant Validity

Discriminant Validity is carried out. By examining the cross loading values of construct measurements, discriminant validity is determined. The cross-loading figure shows how strongly each construct correlates with its own indicator and the indications of the other block constructs. The cross loading value of the selected construct must be higher than the cross loading value for the other constructs. Cross loading results after using SmartPLS 3.0

Table 5. Result of Cross Loading

	Work discipline (X1)	Work Environment (X2)	Employee performance (Y)
X1.1.1	0,819	0,597	0,730
X1.1.2	0,879	0,534	0,712
X1.2.1	0,777	0,567	0,620
X1.2.2	0,879	0,629	0,810
X1.3.1	0,754	0,593	0,654
X1.3.2	0,873	0,715	0,734
X1.4.1	0,861	0,600	0,631
X1.4.2	0,766	0,495	0,515
X2.1.1	0,409	0,784	0,592
X2.1.2	0,652	0,740	0,603
X2.2.1	0,596	0,796	0,729
X2.2.2	0,650	0,781	0,595
X2.3.1	0,528	0,815	0,756
X2.3.2	0,570	0,779	0,665
X2.4.1	0,583	0,739	0,687
X2.4.2	0,466	0,778	0,566
Y.1.1	0,696	0,792	0,817
Y.1.2	0,670	0,703	0,814

	Work discipline (X1)	Work Environment (X2)	Employee performance (Y)
Y.2.1	0,555	0,629	0,825
Y.2.2	0,903	0,653	0,866
Y.3.1	0,672	0,794	0,816
Y.3.2	0,695	0,632	0,810
Y.4.1	0,642	0,641	0,851
Y.4.2	0,523	0,659	0,748

Source: data processed

Table 5 shows clearly that there is a stronger relationship between constructs and indicators than between indicators and other constructs. For example, X1.1, the first indication of work discipline, has a loading value of 0.819, higher than the loading value of other constructs, work environment (0.597), and employee performance (0.730). The same applies to other variables. Thus, it can be stated that the cross loading values for all constructs or variables related to work discipline, work environment and employee performance are higher than the cross loading values for other constructs. Considering that the indicators in the construct indicator block perform better than the indicators in other blocks, it can be said that all constructs or latent variables have very good discriminant validity. The following assessment compares the correlations between the constructs and the AVE root values. If the AVE value for each construct is higher than the correlation between that construct and other constructs in the model, then the model is considered to have good discriminant validity. The following table displays the findings of this study's associations between constructs and AVE root values

Table 6. Discriminant Validity (Akar AVE)

	Work discipline (X1)	Work Environment (X2)	Employee performance (Y)
Work discipline (X1)	0,828		
Work environment (X2)	0,718	0,777	
Employee performance (Y)	0,827	0,843	0,819

Source: data processed

The variables in this research can be said to have very good discriminant validity because Table 6 shows that the root AVE value for each construct is greater than the correlation value with other constructs or variables.

a. Reliability Test

The outer model can be tested by looking at the reliability of the construct or latent variable which is determined by the Composite Reliability and Cronbach's Alpha values, in addition to evaluating convergent validity and discriminant validity. If the composite reliability and Cronbach's Alpha values are both above 0.70, then the construct is considered reliable, with the same meaning as Cronbach's Alpha. The following table displays the results of Composite Reliability and Cronbach's Alpha testing:

Table 7. Composite Reliability dan Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Standard	Conclusion
Work discipline (X1)	0,934	0,945		Reliabel
Work environment (X2)	0,906	0,924	0,70	Reliabel
Employee performance (Y)	0,930	0,942		Reliabel

Source: data processed

The Composite Reliability and Cronbach's Alpha values for all research variables in Table 7 are greater than 0.70 as seen in Table 4.9 above. All variables used in this research are reliable or have good reliability according to the required limits, this can be concluded from the result values.

b. Multicollinearity Test

The relationship between one independent variable (exogenous) and another independent variable (endogenous) is checked using the multicollinearity test. It is suspected that there are no signs of multicollinearity in the regression if the Variance Inflation Factor (VIF) value is 5, which is the criterion for the multicollinearity test. The results of measuring the model using the PLS method provide a VIF score. The following table displays the results of the multicollinearity test:

Table 8. Composite Reliability dan Cronbach's Alpha

Variable	VIF	Standard	Conclusion
Work discipline (X1)	2,065		No multicollinearity
Work environment (X2)	2,065	< 5	No multicollinearity

Source: data processed

Table 8 shows that the VIF (Variance Inflation Factor) value of each exogenous variable is less than 5, as can be observed. Therefore, it can be said that each research variable does not show signs of multicollinearity

2. Inner Model Testing

To test the relationship between latent constructs and ensure that the structural model built is accurate, inner model testing or structural model analysis is carried out. The inner model is put through the following tests:

a. R-Square

R-Square for endogenous variables can be used to assess structural models in PLS. The R-Square number expresses the strength of the influence of exogenous factors on endogenous variables. The table below displays the results of the determination test using the R-Square value:

Tabel 9. R-Square

Variable	R-Square	R-Square Adjusted
Employee performance (Y)	0,812	0,795

Source: data processed

The results of calculating R-Square for endogenous variables are shown in Table 9. The R-Square value for the employee performance variable (Y) is 0.812. This value explains that work discipline (X1) and work environment (X2) are variables that influence employee performance by 81.2%, while other factors outside this research model are 18.8%.

b. F-Square

The influence of exogenous variables on endogenous variables is assessed using the F-Square value. F-Square values of 0.02 and 0.15 have a weak, moderate and strong influence respectively, while a value of 0.35 can be taken as a predictor of latent variables with a strong

structural influence. However, values smaller than 0.02 can be ignored or considered to have no impact.

Table 10. F-Square

	F-Square	Conclusion
Work discipline → Employee performance	0,537	Strong
Work environment → Employee performance	0,686	Strong

Source: data processed

Showing the results of evaluating the F-square value with SmartPLS 3.0 based on Table 10, the results show that the work environment variable has an F-square value of 0.686, which is in the strong category, and the work discipline variable has an F-square value of 0.537, which is in the strong influence category.

c. Q-Square

In addition to using R-Square and F-Square values, the predictive significance of Q-Square is used to measure how well a PLS model predicts observed values. The results of blinding calculations in the section of the redundancy construct cross-validated with smartPLS can be seen. If the Q-Square value is greater than 0, it means the model is predictively relevant; if not, then the model is less predictively relevant. The table below displays the results of the Q-Square calculation:

Table 11. Q-Square

Variable	SSO	SSE	Q-Square
Work discipline (X1)	200,000	200,000	
Work environment (X2)	200,000	200,000	
Employee performance (Y)	200,000	100,559	0,497

Source: data processed

The results of the cross-validated redundancy construct using smartPLS 3.0 are shown in Table 11. The relevance level score (Q-Square) for this finding is 0.497. Considering that this value is greater than 0, it can be said that the predictive relevance of the model and the observed value are both good.

3. Hypothesis Testing

To determine whether all variables ultimately have a statistical relationship or influence that is similar to the hypothesis that has been proposed—or reject the hypothesis that has been proposed, hypothesis testing is carried out. The model hypothesis in this research can be determined by bootstrapping the model with smartPLS 3.0. The significance value of each relationship or path will be calculated using bootstrap results. The significance criterion for testing this hypothesis was set at alpha = 0.05 (Sig. 0.05). The calculation results can be seen in the following table following data processing using SmartPLS 3.0 and the bootstrapping approach:

Table 12. Hypothesis Test

Hypothesis	Origin Sample	p-value		Conclusion
Work discipline → Employee performance	0,456	0,040	< 0,05	Affected positive significant
Work environment → Employee performance	0,516	0,019	< 0,05	Affected positive significant

Source: data processed

Table 12 shows the results of calculations using smartPLS 3.0 by looking at the origin sample value which states the influence between variables. It is said that there is an influence between variables provided that the significance level (p-value) is <0.05. The results and discussion for each hypothesis test can be explained as follows:

a. First Hypothesis

The first hypothesis in this study investigates whether employee performance is significantly influenced by work discipline. The test results in Table 12 show that the original sample value is 0.456, indicating that work discipline has a good influence on employee performance. Additionally, where sig. 0.05, it can be shown that the p-value is 0.040. This shows that work discipline factors have a big influence on employee output. Therefore, the first theory is accepted.

b. Second Hypothesis

The second hypothesis in this research explores the impact of the workplace on worker performance. The original sample value is 0.516 which indicates that the work environment has a good influence on employee performance, in accordance with the test findings in Table 12. In addition, where sig. 0.05, it can be shown that the p value is 0.019. This shows that factors related to the workplace environment have a major impact on worker performance. Therefore, the second premise is accepted.

Discussion of Research Results

The influence of work discipline variables on employee performance variables

The work discipline variable significantly and positively influences how well the employees of PT. Surabaya Agroria Lestari Center appeared. These findings indicate that PT. The people of Sentra Agropria Lestari Surabaya are becoming more disciplined in their work so that their performance will increase. Workplace discipline refers to a person's behavior, awareness, and willingness to comply with company policies and relevant social norms. One of the determinants of organizational success is employee performance. The success of a business or agency performance will be greatly influenced by employee performance. Discipline often shows the state or attitude of employees who respect organizational norms and regulations. This finding is in line with research by Magfira Arifin (2017), Tiya Intan Permatasari (2018), Ery Teguh Prasetyo and Puspa Marlina (2019), and Tiya Intan Permatasari and Ery Teguh Prasetyo and Puspa Marlina (2019), who found that work discipline has an impact which is profitable and significant for employee performance. The findings of this research contradict research by Hartanti Nugrahaningsih (2017) which did not find a significant relationship between work discipline and worker performance.

The influence of work environment variables on employee performance variables

Variables in the workplace have a good and significant effect on employee productivity at PT. Surabaya Center for Sustainable Agroria. These findings indicate that the better the working conditions felt by PT. The staff of the Surabaya Agropria Lestari Center will perform better. The findings of this research are in line with the findings of Magfira Arifin (2017); The work environment, whether in the form of a physical work environment or a

non-physical work environment, is an important component in an employee's professional activities. A person's work process will be influenced by the environment in which he spends all his time and attention to produce something, either directly or indirectly. The workplace has a beneficial and quite large impact on employee performance, according to research by Hartanti Nugrahaningsih (2017), Tomy Sun Siagian and Hamzmanan Khair (2018), and Eliyanto (2018). The findings of this research contradict research by Tiya Intan Permatasari (2018) which found that there was no significant relationship between the workplace and employee performance.

E. Conclusion

The conclusion of this research informs that work discipline has a direct and positive impact on how well employees perform at PT. Surabaya Sustainable Agroprima Center. PT employee performance. Agroprima Lestari Center Surabaya is directly impacted by the work environment. Workplace rules and conditions have a direct and major impact on how well employees perform at PT. Surabaya Sustainable Agroprima Center. The suggestion in this research is that every employee at PT. Sentra Agroprima Lestari Surabaya must always comply with the rules and regulations that have been set, because this can have a positive influence on both the job satisfaction of employee colleagues and employee performance while working at the company. Management of PT. Sentra Agroprima Lestari Surabaya is able to offer complete work facilities to support each employee's work, including ample parking space, a neat and odor-free work space, as well as a pantry room for breaks during lunch hours. Management of PT. Sentra Agroprima Lestari Surabaya can also pay employee salaries in accordance with applicable standards because fair wages can improve employee performance while working at the company as well as the job satisfaction of co-workers. Larger sample sizes are anticipated in future research to better define the impact of each component. It is hoped that the findings of this research can be used as a guide for future researchers to develop this research by paying attention to other variables which are variables other than the variables included in this research, such as work motivation, leadership style, training, or compensation. This is because the independent variables in this

research are very important in influencing the job satisfaction and performance of each employee in the company.

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