

The influence of training, discipline, and innovation on the performance of members of the Regional National Crafts Council (Dekranasda) in Tanjungpinang City: A quantitative study

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Abstract

Purpose: This study examines the impact of innovation, discipline, and training on the performance of Tanjungpinang City members of the Regional National Crafts Council (Dekranasda). The research aims to identify how these factors interact and contribute to improving member performance through motivation as an intervening variable.

Research Methodology: A quantitative descriptive design was employed using survey data from 130 Dekranasda members. Data collection was conducted through questionnaires, and the analysis utilized Structural Equation Modeling with Partial Least Squares (SEM-PLS) and path analysis to evaluate direct and indirect effects of training, discipline, and innovation on motivation and performance.

Results: The results indicate that workload had no significant direct influence. The findings reveal that training has a significant effect on motivation, discipline, and performance. Discipline and innovation also significantly affect motivation and performance. Moreover, motivation itself strongly influences performance, mediating the effects of training, discipline, and innovation. The model achieved an adjusted R^2 of 0.984, indicating that 98.4% of performance can be explained by these factors combined with motivation.

Conclusions: Training, discipline, and innovation play crucial roles in enhancing performance among Dekranasda members, with motivation acting as a central mediator.

Limitations: The study is limited by its sample size, reliance on self-reported data, and focus on a single organizational context, which restricts generalizability.

Contribution: This research provides empirical evidence on the interrelationships among training, discipline, innovation, and motivation in a regional crafts council context. The insights offer practical guidance for policymakers and practitioners in strengthening member performance through targeted training, effective discipline, and fostering innovation.

Keywords: *Discipline, Innovation, Performance Motivation, Training*

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1. Introduction

A company cannot be successful without the contribution of human resources or other resources, referred to as HR. HR becomes a key factor among all other resources when they have quality, namely knowledge, competence, skills, talent, work ethic, and high motivation. In the challenging era of globalization, the role of human resources will only grow in significance. Consequently, organizations must now carefully consider human resource management. Employees have high work motivation because when motivation is high, employees are encouraged to carry out their duties well, resulting in maximum performance. In addition to motivation, attention from the company is needed regarding work discipline as an important requirement, which includes the values of obedience, loyalty, peace, and order. Work discipline grows in each employee, so the company should achieve the goals that have been set. If the abilities possessed by humans or workers are not supported by high discipline, the tasks or work carried out will not achieve maximum results and may even experience failure, which can be detrimental to the organization where they work. In this case, the civil servants.

A decline in sales is a serious issue that needs to be considered, especially for employees. Product innovation is another factor that determines market competitiveness. According to ([Renianti, 2013](#)), "innovation is a process of turning opportunities into marketable ideas. Innovation is not merely a clever concept. An original concept is crucial because it takes a creative mind to transform it into a worthwhile idea. Owing to intense competition and rapid technological advancement, businesses must constantly innovate their products to maintain a competitive edge. Market conditions change, meaning that marketing dynamics impact changes in customer tastes. Therefore, this innovation is very necessary for every company because innovation is one of the things that influences competitiveness.

Based on the phenomena obtained, it is known that training has often been held, but the training carried out is more managerial, while training to increase the skills or knowledge and skills of SMEs is still very rarely carried out. Based on the results of pre-research interviews with three employees on August 1, 2023, it was found that training was routinely carried out, and the Industry and Trade Department even had special funds for training activities, but this was also unable to develop the IKM in the Tanjungpinang City Regional National Crafts Council (Dekranasda). Superiors should be able to provide motivation and support for subordinates as an object of training so that subordinates carry out their work with full awareness and high discipline. Training stimulates discipline because employees feel they are receiving attention and guidance from superiors who can directly know the discipline of each of their subordinates. Based on the description above, the author researched the title: The Influence of Training, Discipline, and Innovation with Motivation as an Intervening Variable on the Performance of Members of the Regional National Crafts Council (Dekranasda) of Tanjungpinang City.

2. Literature Review

2.1. Middle Theory (*Organizational Behavior*)

According to Dessler (([Dessler, 2015](#)), human resource development is an effort to improve performance by imparting knowledge, changing attitudes, or increasing skills. According to ([Rowley & Jackson, 2012](#)), to improve work performance, human resource development encompasses the process of enhancing employees' knowledge, skills, and abilities, as well as competencies gained through organizational learning, knowledge management, leadership development, and training and development. Building and maintaining competitive advantage is a long-term, sustainable problem rather than a short-term one. ([Rozanna & Ahadiat, 2023](#)). In light of these difficulties, management must consider that training and development initiatives are long-term, sustainable initiatives. This means that to address long-term and strategic challenges, the development and training paradigm and philosophy must change immediately ([RUMYENI & Mashita, 2015](#)).

HR is a calculated method of allocating funds for human resources. Human resource development provides a framework for career advancement, training programs, and personal growth that is adapted to the organization's future skill requirements.

2.2. Motivation

[Ivancevich, Konopaske, and Matteson \(2007\)](#) declared: "The theories, methods, and principles from various disciplines, such as psychology, sociology, political science, and cultural anthropology, are the basis for the study of human behaviour, attitudes, and performance in an organisational environment to study individuals, groups, structures, and processes." Encouragement is defined as motivation. A person's soul and behavior are moved to act when they receive encouragement. On the other hand, motive can be defined as a driving force or something that incites people to act in certain ways and with a specific intention.

According to [Umam](#) a person's behavior or any behavior that can influence someone to behave or not behave is included in the definition of motivation. However, in other words, motivation is the innate human desire to act and behave. Meanwhile, the everyday meaning of motivation can be understood as a procedure that can give workers feelings or encouragement so they are willing to work honestly and not feel burdened ([NUGRAHAENI, 2015](#)).

2.3. Vroom Expectancy Theory

According to Victor H. Vroom in Hendy Tannady, Human Resource Management, (Yogyakarta: Expert, 2017;189—191) argues that the ability to inspire someone to work hard at their task depends on the mutual relationship between what is required and what is desired from the task's outcomes. Motivation is an activity carried out to encourage work enthusiasm and willingness between employees and another in order to achieve an organizational goal, which includes training goals, determining work implementation standards, providing guidance, and giving awards to employees who excel. Work motivation is the encouragement of effort and desire within humans, which activates, empowers, and directs behavior in carrying out tasks in the work environment ([Parela, 2022](#)).

[Sulistyawati, Setyadi, and Nawir \(2022\)](#) believe that work motivation is the urge to do everything better than other workers in carrying out task activities to achieve certain goals. Sadirman claimed that a person's shift in energy, marked by the appearance of feelings and preceded by a reaction to a goal, constitutes work motivation. maintains the desired activities toward the achievement of professional goals. ([Marliani, 2019](#)) motivation is important in working because without strong work motivation within a person, they will easily be swayed and decide to quit.

2.4. Frame of Mind

Based on a review of the theoretical basis and previous research, a conceptual framework was prepared for this research, as presented in the following figure:

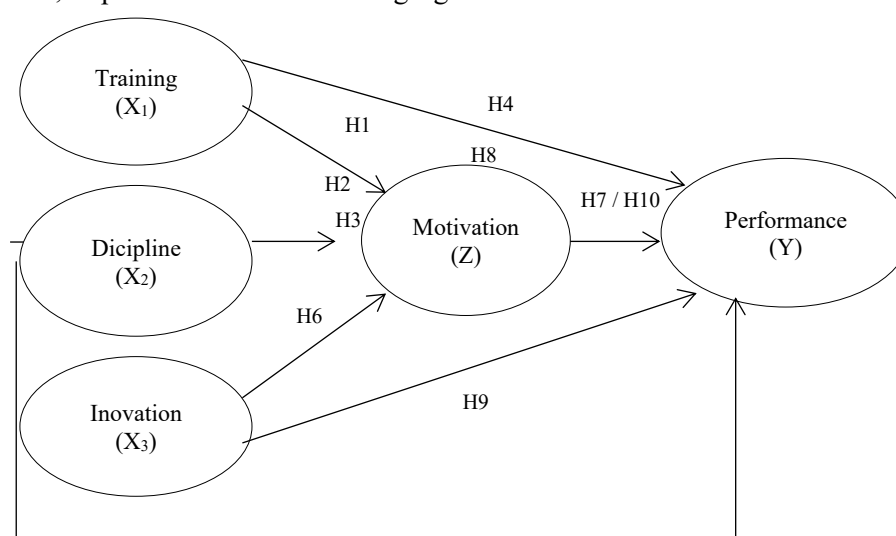


Figure 1: Research Conceptual Framework Model

2.5. Hypothesis

2.5.1 The effect of training on motivation

According to ([K. A. Lubis, 2008](#)), training and motivation will have an effect on improving employee performance. With strong motivation and maximum training, it is hoped that employee performance can increase so that the company's goals and expectations can be achieved. Even though training and motivation can improve employee performance, in reality there are still companies that experience problems with ineffective training and lack of high motivation. Work. Research conducted by ([Sugriningsih & Iskandar, 2015](#)) on the influence of employee training and motivation on employee performance at PT. Bank XYZ Bandung city. The results of this research show that the training implemented for employees is relevant to their work, helping them complete their work. Work motivation was included in the high category. These results show that every employee at PT. They have a high drive to achieve self-satisfaction so that they will work well and be able to produce optimal performance ([N. P. Putra & Suprapti, 2019](#)).

[Ismoyo, Indrayani, and Khaddafi \(2022\)](#) Employee performance is an important thing in an organization/agency. The capabilities possessed by human resources are, of course, inseparable from a number of important driving factors. Training is a competency in the educational learning process whose aim is to help achieve organizational goals and improve skills in soft skills and hard skills that can be applied in a relatively short time, with a method that prioritizes practice over theory

H1: Training has a positive effect on motivation

2.5.2. The effect of discipline on motivation

According to work discipline and work motivation ([Pramono & Safarini, 2021](#)), Employee performance is positively impacted by work discipline because it fosters an awareness of and adherence to company policies ([Pramono & Pratama, 2020](#)). If the discipline applied in the company is well established, employees will always work and be enthusiastic because they are motivated to become exemplary employees and increase and optimize employee performance. This is consistent with the study conducted by ([Yusnandar & Hasibuan, 2021](#)). ([Hasibuan & Silvy, 2019](#)) claimed that work motivation and discipline positively and significantly impact employee performance. According to research ([Farisi, Irtawati, & Fahmi, 2020](#)), it can be inferred that employee performance is positively and marginally impacted by both work discipline and motivation at the same time.

According to research ([Pawirosumarto, Setyadi, & Khumaedi, 2017](#)), work discipline and work motivation influence performance, and the variables X1 and X2 significantly and favorably affect Y.

H2: Discipline has a positive effect on motivation

2.5.3. The effect of innovation on motivation

Innovation is the adaptation or discovery of concepts for ongoing development and enhancement to satisfy the needs of clients. The process of bringing new ideas—which differ from the ones that came before them—to life through their realization is known as innovation, and it encompasses evaluation, concept development, and execution ([Pramono & Indriyani, 2019](#)). Innovation is a supporting factor in achieving increased employee performance. Innovation that continues to be carried out within the company will also improve the abilities of each employee so that the company will continue to develop well and not be left behind. Work innovation indirectly affects employees' thinking abilities ([Oktarendah & Putri, 2023](#)). Apart from that, the cooperation of superiors regarding every innovation provided by employees will foster a sense of excessive enthusiasm so that employees will be increasingly motivated to work better and show that there is always innovation for the development of the company with good working cooperation ([Pramono & Nopritama, 2020](#)).

H3: Innovation has a positive effect on motivation

2.5.4. Training's impact on performance

Human resources within a work unit in a company are referred to as employees. Employees are the main wealth of a company because, without their participation, activities would not occur. Therefore, employee performance is the main thing in a company ([Wesly, Kristiana, Bong, & Saputra, 2021](#)). If employee performance begins to decline or employees are no longer able to meet the company's expectations, then it is time for management to think about how to overcome these problems. Workforce

development can be accomplished through coaching, education, and training. Increasing employee performance is one of the company's goals, and it is hoped that high work motivation will help achieve that goal ([N. P. Putra & Cahyo, 2021](#)).

H4: Training has a positive effect on performance

2.5.5. The effect of discipline on performance

Based on previous research conducted by [Lutfiah Ni'mahtul \(2023\)](#), work discipline has a tcount of 2.763 and t-table of 2.000, which means $t_{count} > t_{table}$ with a probability of $0.007 < 0.05$, according to research findings with the title The Influence of Motivation, Training, and Work Discipline on Employee Performance at PT. Peruri Wira Timur in Surabaya, which indicates that the performance of PT Peruri Wira Timur employees in Surabaya is significantly impacted by work discipline to a partial extent.

The study's first hypothesis is rejected because, in contrast to later research, the P-value between price and employee performance was greater than 0.05 (0.302). This indicates that there is no correlation between workload and employee performance.

H5: Discipline has a positive effect on performance

2.5.6. The effect of innovation on performance

Based on previous research conducted by [Rizky, Ramadhani, Husnia, and Saputra \(2021\)](#) with the title The Influence of Innovative Attitudes, Discipline and Work Motivation on the Performance of Public Middle School Teachers, it is explained that from the partial correlation analysis, an r value of 0.361 was obtained with a sig (2-tailed) value of $0.000 < 0.05$ with a significant predicate, it can be interpreted that partially innovative attitudes have an influence on teacher performance, but there is a tendency that the higher the innovative attitude the better the teacher's performance; vice versa, the lower the innovative attitude, the lower the teacher's performance. An innovative attitude makes an effective contributes 15.58% to teacher performance.

H6: Innovation has a positive effect on performance

2.5.7. The impact of motivation on output

Every work done by someone must have encouragement or energy, which is the movement of the soul and body to do it. This driving force is known as motivation. [Lee and Hidayat \(2018\)](#) revealed that motivation is an activity that causes, channels and maintains human behavior. Many terms are used to refer to motivation or motive, including need, urge, desire, and drive. According to [Umam \(2010\)](#), work motivation is defined as something that instills excitement or encouragement for work. Consequently, work motivation is frequently described as a catalyst for work enthusiasm, and an employee's level of motivation directly affects how well they perform at work. Study carried out by [Arifin \(2018\)](#) showed that motivation has a positive effect on performance. However, research conducted by [Karami \(2013\)](#) showed that motivation does not have a positive and significant influence on employee performance.

[Wachidah \(2019\)](#) In research by [Fathoni, Indrayani, Indrawan, and Yanti \(2021\)](#) The study's findings indicate that job satisfaction directly influences leadership's impact on employee job satisfaction, organisational culture directly influences employee performance, the work environment directly influences employee performance, and job satisfaction mediates the impact of leadership on employee performance ([N. P. Putra & Herawati, 2017](#)), Job satisfaction acts as a mediator borganizational culture and worker performance, as well as between the work environment and worker perf ([Putra & Herawati, 2017](#))ormance.

In [Indrayani \(2021\)](#) research, human resources are a very important component in the sustainability of organizational operational activities in private and government companies. The higher the quality of human resources, the greater the success in managing the organization. Extrinsic motivation, instincts, and emotional intelligence are factors that influence work performance. The school's concern for teacher achievement can be done by providing motivation in the form of creating a conducive work atmosphere, giving awards to teachers who excel, and instilling positive values for teachers.

3. Research Methodology

3.1. Research design

Research design is a guideline and technique for collecting and analyzing the overall data used by researchers ([Yusriani, 2021](#)). The research design used a causality design. Causal design identifies the cause and effect. This study aimed to test the influence of motivation, discipline, and innovation, with training as an intervening variable, on the performance of Small and Medium Industry Actors (IKM) assisted by the Regional National Crafts Council (Dekranasda) of Tanjungpinang City in 2023.

This research employs a quantitative descriptive approach. The descriptive method, in line with [Yani, Mangkunegara, and Aditama \(1995\)](#), is research carried out to calculate the value of one or more independent variables without comparing them to other variables or using any sort of relationship. According to quantitative research, ([Yani et al., 1995](#)) obtained data in the form of numbers or qualitative data that were added up. This research approach is quantitative and descriptive, where the data analyzed are in the form of numbers sourced from tallied qualitative data (questionnaires).

The objectives of the quantitative approach are to test hypotheses, establish facts, illustrate how variables relate to one another, offer statistical explanations, and estimate and forecast outcomes. Quantitative research designs must be formal, standard, structured, and planned as thoroughly as possible beforehand. Because the design is a research plan that will be implemented, it is precise and detailed.

Table 1.

Information			
Gender	Male	32	24,62
	Female	98	75,38
			100
Age	25-34 years old	32	24,62
	35-44 years old	47	
	45-54 years old	51	
			100
Education	Master	4	3,07
	Bachelor	42	32,30
	High School	84	64,61
			100

3.2 Research Variables

Formal, prearranged, and structured training follows a specific format. This demonstrates that the training being discussed here is formal, well-planned, and follows a set format. The questionnaire used in this study was borrowed from earlier studies ([Khairi, 2021](#)). Respondents were asked using a Likert scale of 1 (strongly disagree) and 5 (strongly agree).

Being disciplined means acting, thinking, and behaving in accordance with written or unwritten company policies. (Behaviour, attitude, and following written or unwritten company rules are all examples of discipline) ([Robbins, Judge, & Millett, 2015](#)). In this study, the seven questionnaire questions were taken from previous research by [Mangkunegara \(2011\)](#). Respondents were asked using a Likert scale of 1 (strongly disagree) and 5 (strongly agree).

Innovation Employee innovative behavior is the term used to describe the full process that employees go through at work when they come up with, support, and put new ideas into practice (Scott and Bruce, 1994). The term "employee innovative behaviour" describes the entire process through which people create, spread, and put new ideas into practice at work. The seven questionnaire items used in this study were drawn from earlier studies ([M. S. Lubis, 2015](#)). Respondents were asked to rate their agreement with this question on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Motivation is an internal driving force that causes humans to do something or try to fulfill their needs (Utami, 2017). In this study, six questionnaire items were taken from Hasibuan and Silvya's (2019) research (Hasibuan and Silvya, 2019). Respondents were asked using a Likert scale of 1 (strongly disagree) and 5 (strongly agree).

Performance refers to an individual's proficiency in carrying out activities that contribute to the 'technical core' of the organization (I. B. U. Putra, 2020). In this study, six questionnaire questions were taken from previous research by Pandjojo and Husnan (2000).

3.2.1. SEM data analysis

This study used SMART PLS 2.0.M3 software to support its variance-based structural equation modelling (SEM) methods, also referred to as SEM Partial Least Square (PLS) techniques. PLS is a variance-based structural equation modelling (SEM) statistical technique intended to accomplish multiple regression in the presence of certain data issues, such as small research sample sizes, missing data, and multicollinearity (Jogiyanto and Abdillah, 2009).

The following are the primary justifications for using SEM in this study. Initially, the relationship between constructs in testing theory was the main focus of this research. Because SEM is a technique for confirmation, it is appropriate to use (Sholihin & Ratmono, 2021), which is based on a theory (Sholihin & Ratmono, 2021). Moreover, SEM analysis includes theory, methodology, and statistics (Sholihin & Ratmono, 2021). Second, SEM can be applied to situations involving behavioral issues, which are frequently complicated. In other words, a dependent variable in one relationship may be an independent variable in another (Sholihin & Ratmono, 2021). Third, the relationship between latent and directly observable variables can be quantified using SEM.

Fourth, measurement error can be controlled by SEM, allowing for the impartial testing of the relationships between the constructs (Sholihin & Ratmono, 2021). Fifth, intervening variables can be tested using SEM (Sholihin & Ratmono, 2021). Sixth, SEM is effective for comparing and testing theories (Sholihin & Ratmono, 2021). Finally, compared to other approaches, SEM can evaluate a measure more accurately by offering various statistical tests (Sholihin & Ratmono, 2021).

The data were analyzed using SMART PLS 2.0. In the M3 program, variance-based SEM, also known as PLS SEM, was used in this study. The outer and inner models were evaluated to evaluate the PLS model. The outer model served as a measurement model for evaluating the model's reliability and validity. The measurement model parameters—convergence validity, discriminant validity, composite reliability, and Cronbach's alpha—as well as the R² value—a measure of the prediction model's accuracy—were obtained via an algorithm iteration process. Examine Table 2.

Table 2. Validity test parameters in the SEM measurement model

Validity test	Parameter	Rule of Thumbs
Convergence	Loading factor	More than 0.7
	Average Variance Extracted (AVE)	More than 0.5
	Communality	More than 0.5
Discriminant	AVE roots and correlation between variables	AVE root > latent variable correlation
	Loading factor	More than 0.7 in one variable

4. Results and Discussions

4.1. Model Measurement

Model measurements were performed by testing the reliability and validity. The Cronbach's alpha reliability method was applied in the reliability test. If an instrument's alpha value (α) is higher than 0.6, it can be considered reliable. The outcomes of the reliability test for the research instrument were as follows:

Table 3. Questionnaire Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	AVE
Training	0,902	0.971	0.52
Discipline	0,913	0.948	0.60
Inovation	0,947	0.954	0.56
Motivation	0,961	0.946	0.57
Performance	0,817	0.956	0.63

All research questionnaire variables have a Cronbach's alpha value greater than 0.60, as can be seen from the results of the Reliability Test computations in the above table. This led to the conclusion that the research questionnaire satisfies the reliability assumptions and is reliable.

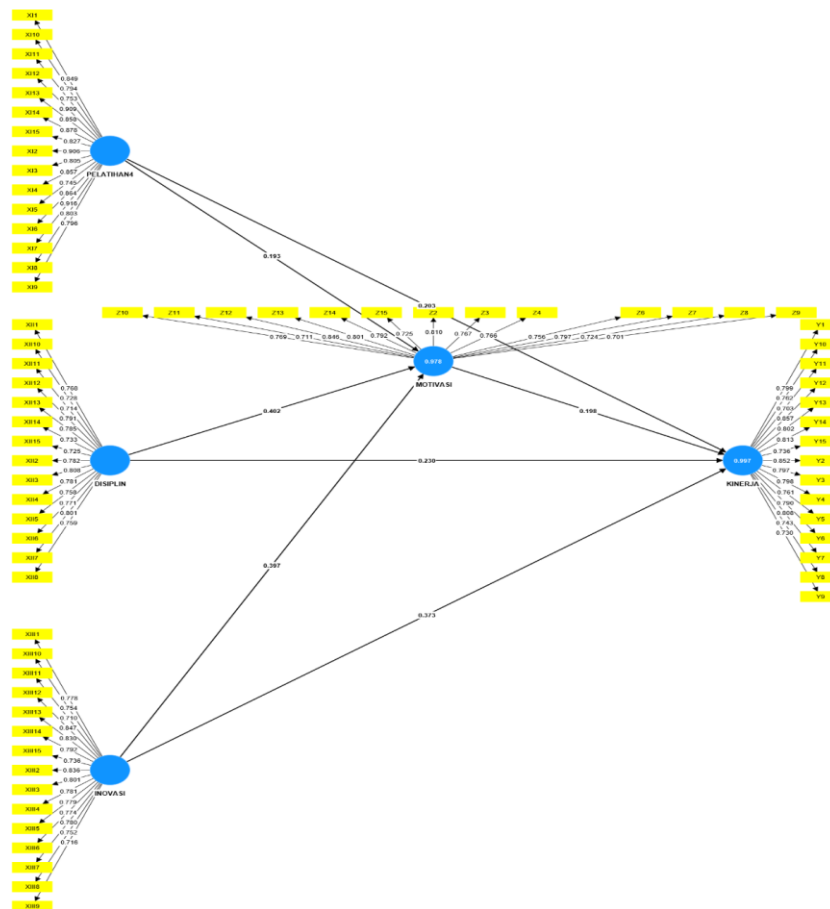


Figure 2.

4.1.1. Differential validity

Discriminant validity (the construct is unique) refers to the degree to which a construct is genuinely distinct from other constructs. Examining the Heretrotit-Monotrait Ratio (HTMT) value is the most effective new criterion for measurement. Good discriminant validity is indicated by a construct if its HTMT value is less than 0.90 ([Jufrizen & Sitorus, 2021](#)).

4.1.2. Discriminant validity

Table 4.

	Motivation	Performance	Training	Discipline	Motivation x Discipline	Motivation x Training
Motivation						
Performance	0.052					
Training	0.052	0.069				
Discipline	0.055	0.058	0.073			
Innovation	0.072	0.051	0.062	0.060		
Motivation x Innovation	0.786	0.521	0.094	0.750		
Motivation x Discipline	0.084	0.091	0.093	0.109		

The Heretroit-Monotroit Ratio (HTMT) test concludes that each construct's HTMT value does not exceed 0.9, as shown in Table 4.4. As declared by (Edriasa & Sijabat, 2022), When the HTMT values between each construct do not exceed 0.9, it means that there are notable variations in each construct's operational definition.

4.1.3. Goodness of fit model

The combined performance of the measurement and structural models can be validated using a single metric called the Goodness of Fit (GoF) index. The average R² model multiplied by the square root of the average communalities index yields the overall GoF. The GoF value ranged from 0 to 1.

According to (Sumarna & Manik, 2019), GoF medium = 0.25, GoF large = 0.38, and GoF small = 0.1. The research model's feasibility level was 88.3%, indicating a high level of feasibility, according to the GOF analysis results of 0.883.

Table 5. R-Square

	R-square	R-square adjusted
Motivation	0.998	0.998
Performance	0.984	0.984

The path model using moderator variables has an adjusted R-squared of 0.984, according to the results of testing the R-squared value for performance. This indicates that 98.4% of performance can be explained by the variables of training, discipline, and innovation when combined with motivation. Therefore, the model is categorized as substantial.

4.1.4. Direct effects

Testing the hypothesis of the direct influence of an exogenous variable on an endogenous variable is one of the applications of direct effect analysis (Jufrizen & Sitorus, 2021) P-Value, or probability/significance value:

- A p-value of less than 0.05 indicated significance.
- The data were not significant if the P-value was greater than 0.05.

Table 6. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Discipline -> Performance	0.230	0.239	0.077	2.969	0.002
Discipline -> Motivation	0.402	0.415	0.186	2.169	0.036

Innovation -> Performance	0.373	0.383	0.097	3.838	0.000
Innovation -> Motivation	0.397	0.394	0.185	2.150	0.016
Motivation -> Performance	0.198	0.183	0.056	3.560	0.000
Training -> Performance	0.203	0.199	0.043	4.676	0.000
Training -> Motivation	0.193	0.184	0.106	1.821	0.034

Table 7. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Innovation -> Motivation -> Performance	0.078	0.068	0.031	2.539	0.006
Discipline -> Motivation -> Performance	0.080	0.079	0.044	1.793	0.036
Training -> Motivation -> Performance	0.038	0.035	0.025	1.551	0.060

4.2 Hypothesis Testing

4.2.1. The effect of training on the motivation

The study's findings demonstrate that Dekranasda members' motivation is positively and significantly impacted by training (path coefficient = 1.685 > T-table = 1.982 with p value 0.034 < 0.05). The study's findings demonstrate how training can help Dekranasda members become more knowledgeable about management and develop their skills, which, in turn, can inspire them to perform better. This study explains why Dekranasda members need training to perform their roles and responsibilities effectively and in compliance with the organization's work standards. Therefore, if Dekranasda members can effectively absorb the training, their performance will improve, and they will generate an output that is in line with Dekranasda's objectives.

According to [Ummiaty et al.](#) There is a positive influence of training on work motivation and employee performance. [Darmawan, Supartha, and Rahyuda \(2017\)](#) in her research shows that training and motivation programs have a significant positive effect simultaneously on performance. [Darmawan et al. \(2017\)](#) demonstrates that employee performance is positively and significantly impacted by job training and work motivation. [Darmawan et al. \(2017\)](#) stated that training and work motivation have a positive and significant effect on employee performance.

H1 : There is a positive effect between training and motivation

4.2.2. The influence of discipline on the motivation

The study's findings demonstrate that discipline significantly and favorably affects Dekranasda members' motivation (path coefficient = 2.169 > T-table = 1.982 with p value 0.036 < 0.05). The awareness of following company policies is a work discipline. The study's findings demonstrate that Dekranasda members will consistently work hard and cheerfully if discipline is implemented because they are driven to become model workers who will raise and optimize employee performance. This is consistent with the findings of [Muis and Hasibuan \(2021\)](#). Research conducted by [Hasibuan and Silvya \(2019\)](#) state that work discipline and work motivation have a positive and significant influence on employee performance.

Discipline for Dekranasda members is regulated in the organization such as entry time, leaving time, work completion time, how to dress and so on, disciplinary rules will automatically encourage Dekranasda members to work well, because the disciplinary rules also regulate sanctions, if Dekranasda members violate discipline then there are sanctions that they have to undergo. Most Dekranasda members do not want to be sanctioned; therefore, they prefer to obey disciplinary rules.

[Farisi et al. \(2020\)](#) inferred that employee performance is positively and marginally impacted by both work discipline and motivation at the same time. Additional studies by [Wahyudi \(2019\)](#) theoretically confirm the theory and support the results of previous research that work discipline and work motivation can improve employee performance. There is an influence of work discipline and work motivation on performance according to research [Pawirosumarto et al. \(2017\)](#) that variables X1 and X2 have a positive and significant effect on Y.

H2 : There is a positive effect between discipline and motivation

4.2.3. Innovation's impact on motivation

The study's findings demonstrate that innovation significantly and favorably affects Dekranasda members' motivation (Path coefficient = 2.150 > T-Table = 1.982 with p value 0.016 < 0.05). Innovation is the modification or discovery of ideas for continuous improvement and development to meet community needs, because Dekranasda members are directly connected to serving the community.

Innovation is also the process of realizing new ideas, which are different from the previous ones, by making them real, where innovation includes the generation of evaluation ([Pramono & Safarini, 2022](#)), new concepts, and implementation ([Hermawan, Wulandari, Buana, & Sanjaya, 2021](#)). Innovation is a supporting factor in improving the performance of Dekranasda members. Innovations that continue to be carried out within the company will also improve the capabilities of every Dekranasda member within it, so that the company will continue to develop well and not be left behind. Work innovation indirectly influences the thinking abilities of Dekranasda members. Apart from that, the cooperation of superiors regarding every innovation provided by Dekranasda members will foster a sense of excessive enthusiasm so that Dekranasda members will be increasingly motivated to work better and show that there is always innovation for company development through good cooperation.

Motivation is included in the driving force so that the business continues to develop. Quality encouragement also influences various aspects. In terms of thoughts, things will change. People within the scope of the business are affected by ongoing business activities. An example is high enthusiasm, which will make the people within the business scope develop more and can increase business growth. In the context of entrepreneurship, [Sugiarto \(2022\)](#) stated that motivation can be said to be a whole element of driving force within oneself that creates enthusiasm for creating an activity by looking at the opportunities that exist around them, acting bravely in taking risks, carrying out innovative activities and having a profit orientation.

H3 : There is a positive effect between innovation and motivation

4.2.4. The effect of training on performance

The research results show that training has a positive and significant effect on the performance of Dekranasda members (path coefficient = 3.303 > T-table = 1.982 with p value 0.000 < 0.05). At Dekranasda, training is always carried out, depending on the needs of the employees. Dekranasda members who have received training are different from those who have not. Training for Dekranasda members aims to improve their abilities and competencies of Dekranasda members themselves. It can be seen that not all Dekranasda members understand and have a basic understanding of crafts, marketing of craft products and so on, but the training will increase the public's understanding of these matters.

Human resources within a work unit in a company are referred to as employees. Employees are the main wealth of a company because, without their participation, activities would not occur. Therefore, employee performance is the main factor in a company ([N. P. Putra, 2022](#)). If employee performance begins to decline or employees are no longer able to meet the company's expectations, then it is time for management to think about how to overcome these problems. Increasing, developing, and forming a workforce can be accomplished through coaching, education, and training efforts. Apart from training, which is often used to improve performance, training is also an effort to increase employee work motivation because the company has attempted to fulfill one form of employee need, namely, self-actualization. With high work motivation, it is hoped that one of the company's goals will be achieved, namely, increasing employee performance.

H4 : There is a positive effect between training and performance

4.2.5. Discipline's impact on members' performance

According to the research, Dekranasda members' performance is positively and significantly impacted by their work discipline (path coefficient = 2.969 > T-table = 1.982 with p value $0.002 < 0.05$). Good performance is the outcome of good discipline in the workplace. It is anticipated that members of Dekranasda will perform better and reach their targets if they practice good workplace discipline, which includes showing up on time, completing tasks as assigned by Dekranasda, adhering to Dekranasda regulations, and avoiding absenteeism due to electronic communication.

Discipline in the workplace is a crucial operational management function for human resources that is vital for achieving optimal employee performance. If employees have good discipline, they will be able to achieve higher performance, whereas if there is a lack of discipline, it will be difficult for the company to achieve optimal results. Discipline also plays an important role in training employees to comply with regulations, procedures, and policies, which leads to optimal performance. Performance can be defined as the success of an individual in executing a task according to prescribed procedures. Good performance can be achieved by following the established procedures, and poor performance results from not following them. Performance can be objectively measured and evaluated, which will increase employee motivation to perform better. However, if it is evaluated subjectively and there is no clear measurement, it will demotivate employees and lead to dissatisfaction in their work.

H5 : There is a positive effect between discipline and member performance

4.2.6. Innovation's impact on members' performance

The study's findings suggest that innovation significantly and favorably affects anarchists' performance (coefficient of causal chain = 3.838 > T-table = 1.982 with p value < 0.05). Innovation is anticipated to improve a company's performance. In a study titled "The Impact of Innovative Mindset, Discipline, and Work Motivation on the Performance of Junior High School Teachers," published in the Journal of Educational Evaluation Studies (JEES), 1 (1), 2019, Nurul Wachidah explains that partial correlation analysis yielded a partial correlation coefficient of 0.361 with a significance level of $0.000 < 0.05$, indicating that teachers' performance is partially impacted by their innovative mindset, but there is a tendency for a teacher's performance to improve with increasing innovative mindset. An innovative mindset effectively enhances a teacher's performance by 15.58%.

H6 : There is a positive effect between innovation and member performance

4.2.7 The impact of motivation on output

Motivation is a key component in raising the performance levels of Dekranasda members. The potential of each Dekranasda member must be utilized to the fullest to achieve maximum results. If Dekranasda members succeed in bringing progress, the benefits obtained will be reaped by both parties. Success is the actualization of one's potential and an opportunity to fulfill one's life needs. For Dekranasda, success means growth and development. Every work done by someone must have encouragement or energy, which is the movement of the soul and body to do it. This driving force is known as motivation. According to [Umam](#) work motivation creates enthusiasm or encouragement for work. Therefore, work motivation is usually referred to as a driver of work enthusiasm, and the amount of motivation itself determines the size of the employee's work performance. However, research conducted by [Karami \(2013\)](#) showed that motivation does not have a positive and significant influence on employee performance.

H7 : There is a positive effect between motivation and performance

4.3. Determinant Coefficient

The coefficient of determination test is performed to determine the extent to which the independent variable can explain the dependent variable. Based on the results of the tests, the following can be observed:

Table 8. *R-Square*

	R-square	R-square adjusted
Motivation	0.998	0.998
Performance	0.984	0.984

The conclusion from testing the R-square value on motivation is that the variables of training, discipline, and innovation with intervening motivation in explaining performance are 98.4%.

5. Conclusions

5.1. Conclusion

The following conclusions can be drawn from the data analysis results in the hypothesis testing and discussion:

1. Employee performance at the Riau Islands Province Regional Revenue Agency is positively and directly correlated with leadership quality. Sincere leaders will work diligently and selflessly, and leaders who are willing to accept criticism and suggestions from their subordinates will always strive to align the organization's interests and goals with those of their subordinates. He is always trustworthy, accountable for everything he does, and will not misuse his position of power for selfish gains.
2. Discipline at the Riau Islands Province Regional Revenue Agency has a negative and insignificant effect on employee performance, meaning that discipline has no effect on the performance of the Riau Islands Province Regional Revenue Agency's employees.
3. At the Riau Islands Province Regional Revenue Agency, workload has a favorable and noteworthy impact on worker performance. Within reasonable bounds, an increase in an employee's workload can enhance their performance.
4. At the Riau Islands Province Regional Revenue Agency, leadership has a favorable and noteworthy impact on workers' job satisfaction. This demonstrates that increased job satisfaction among employees is a direct result of an individual's improved leadership abilities.
5. Discipline has a positive and significant effect on job satisfaction at the Riau Islands Province Regional Revenue Agency. This is because employees who have achieved good discipline and given rewards according to what they have done, their job satisfaction will also increase.
6. Workload has a positive but insignificant effect on job satisfaction at the Riau Islands Province Regional Revenue Agency. This means that workloads in accordance with employee expertise will increase job satisfaction. Employees can complete work on time without feeling excessive pressure to achieve good work completion, but this cannot provide employee job satisfaction.
7. There was a slight but positive correlation between job satisfaction and worker performance at the Riau Islands Province Regional Revenue Agency. Employee performance does not always improve, even if they are happy in their jobs and can complete tasks on schedule.
8. The coefficient of determination (R^2) of the employee performance variable is 0.855, indicating that 85% of the variance in the dependent variable, employee performance, can be explained by the independent variables in this study. Other variables not included in the research model accounted for the remaining 15% of the variance.
9. The coefficient of determination (R^2) of the Job Satisfaction variable is 0.612, meaning that 61% of the variance in the dependent variable—Job Satisfaction—can be explained by the independent variables in this study. Other variables not included in the research model accounted for the remaining 39% of the variance.

5.2. Suggestions

1. The Riau Islands Province Regional Revenue Agency must maintain the leadership that has been implemented so far to improve Employee Performance. In addition, it must appreciate and support employees in carrying out and completing their work.
2. The Riau Islands Province Regional Revenue Agency must improve employee discipline, ensure that employees are absent on time, and immediately carry out their duties and responsibilities after the absence process. If employees engage in activities outside of work after attendance, it can lead to a decrease in employee performance.

3. The Regional Revenue Agency for the Riau Islands Province must assign tasks and responsibilities to its employees based on their educational background and area of expertise. to enable workers to finish their tasks on schedule and reduce the possibility of making mistakes when doing so. It is hoped that staff members will take a more active role in creating new products that enhance their work output.
4. Job Satisfaction is expected to form compatibility between employees and organizations, by providing other needs or having the same basic characteristics or both.
5. To continue to improve employee performance, the Regional Revenue Agency needs to conduct training for leaders and employees so that they can upgrade their existing knowledge and add value to themselves. Therefore, it can improve employee performance.
6. Future researchers can add attitude, rewards, and emotional intelligence variables.

5.3. Limitations

1. This study has several limitations that could affect the research findings. Therefore, we must communicate the following study limitations:
2. The use of PLS analysis has limitations in terms of the sample and variables used.
3. The sample size was insufficient to measure variable discrimination.
4. The number of variables was still modest.
5. Primary research data are not strong enough to draw research results; therefore, the interview stage is needed to determine the problem identification of each variable.

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