SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

The Influence of Work Discipline and Leadership on Employee Performance with Employee Work Motivation as An Intervening Variable at Airport Authority Office Region II Medan

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
Universitas Pembangunan Pancabudi
Email: jatchero@gmail.com

Abstract

This study aims to see the effect of work discipline and leadership on employee performance with employee work motivation as an intervening variable. Quantitative associative is the type of research used, this research was conducted at the Medan Region II Airport Authority Office. The research population was 96 employees, and the research took all the population into a sample with a saturated sample technique. The research model used is Path analysis and the measuring tool is Smart PLS 3.3.3. Data collection techniques were carried out by distributing questionnaires and surveys. Based on the results of the research that has been done and data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Work Discipline has a positive and significant effect on Employee Performance Work Discipline has a negative but not significant effect on Work Motivation. Leadership has no significant negative effect on employee performance. Leadership has no significant positive effect on work motivation. Work motivation has a positive and significant effect on employee performance. Work Discipline has an effect on Employee Performance through negative and insignificant Work Motivation. Leadership has a positive and insignificant effect on Employee Performance through Work Motivation. Work motivation has a positive and significant effect on employee performance. Work Discipline has an effect on Employee Performance through negative and insignificant Work Motivation. Leadership has a positive and insignificant effect on Employee Performance through Work Motivation. Work motivation has a positive and significant effect on employee performance. Work Discipline has an effect on Employee Performance through negative and insignificant Work Motivation. Leadership has a positive and insignificant effect on Employee Performance through Work Motivation.

***Keywords**: Work Discipline, Leadership, Work Motivation, Employee Performance.*

INTRODUCTION

Human resources are a very important asset in a company in order to achieve organizational goals. Humans are the most important resource in a company, without company people it is difficult to develop the mission and goals that have been set. No matter how sophisticated the equipment and devices in the company are, if they are not supported by human resources to control and operate them, then the equipment and devices may not be able to work according to their functions. Economic development in a country greatly influences the progress and development of the country, especially in the economic field.

The author conducted interviews with the Head of the HR Department to find out what factors are problematic that cause employee performance to be less than optimal. The results of the interviews revealed that the problematic factors that most influenced the performance of employees in the field of service and

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

operation of the Medan Region II airport authority office were the lack of employee work discipline and the lack of recognition of work results and leaders who were still considered unable to be firm in taking steps and attitudes. This has a negative impact on employee performance.

In addition to leadership factors, work discipline factors also affect employee work motivation, work discipline factors also affect the work motivation of employees who are there. Rivai and Sagala, (2018) employee discipline requires leadership, especially in warnings that are specific to employees who don't want to change their character and behavior. Employees who have high work discipline if the person concerned is consistent, consistent, obedient to the principles, responsible for the tasks entrusted to him.

Employees should understand that by having good work discipline, it means that useful benefits will also be achieved, both for the organization and for the employees themselves. Work discipline has an influence on employee motivation. Hasibuan (2020) says that among the motivational goals are creating a good working atmosphere and relationship, increasing a sense of responsibility for one's duties, and being able to increase one's discipline at work.

In the field of service and operation of the Medan Region II Airport Authority Office, leadership plays an important role because it is the leader who will move and direct the organization in achieving goals and at the same time it is not an easy task. It's not easy, because you have to understand the different behavior of your subordinates. Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently. Rivai (2020) leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of the goals set by the organization. Leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture.

LITERATURE REVIEW

Performance

According to Robbins (2016) kperformance is a result achieved by employees in their work according to certain criteria that apply to a job. Performance is focused on the process, where during its implementation improvements are made so that the results of work achievement or performance can be optimized. Individual performance is the expertise of a person to complete tasks with certain skills.

The factors that affect performance according to Kasmir (2016) are as follows:

1. Capability and Expertise

   Is the ability or skill possessed by someone in doing a job. The more you have the ability and expertise, the more you will be able to complete the work correctly, according to what has been set. This means that employees who have better abilities and skills will provide good performance and vice versa. Thus, ability and expertise will affect a person's performance.
2. Peknow

   The point is knowledge about work. Someone who has good job knowledge will give good work results, and vice versa. So, it can be concluded that knowledge of work will affect performance.
3. Work Plan

   Is a work plan that will facilitate achieving its goals. This means that if a job has a good design, it will make it easier to carry out the job properly and correctly. And vice versa, it can be concluded that job design will affect a person's performance.
4. Personality

   That is a person's personality or character possessed by a person. Everyone has a personality or character that is different from one another. Someone who has a good personality or character will be able to carry out work seriously and responsibly so that the results of the work are also good.
5. Work motivation

   Work motivation is an encouragement for someone to do work. If employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be stimulated or motivated to do a good job. In the end encouragement or stimulation both from within and from outside a person will produce good performance.
6. Leadership

   Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out a given task and responsibility.
7. Leadership Style

   Is the style or attitude of a leader in dealing with or governing his subordinates.
8. Borganizational culture

   These are the habits or norms that apply and are owned by an organization or company. These habits or norms regulate things that are valid and generally accepted and must be obeyed by all members of a company or organization.
9. Job satisfaction

   It is a feeling of pleasure or joy, or a feeling of liking someone before and after doing a job. If employees feel happy or happy or like to work, then

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

the work results will be good too.

10. Work Environment
    It is the atmosphere or conditions around the workplace. The work environment can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers.
11. Loyalty
    It is the loyalty of employees to keep working and defending the company where they work. This loyalty is shown by continuing to work earnestly even though the company is in a bad condition.
12. Commitment
    Is employee compliance to carry out company policies or regulations at work. Commitment can also be interpreted as employee compliance with the promises he has made. Or in other words, commitment is compliance to carry out the decisions that have been made.
13. Work Discipline
    It is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the orders that must be done. Disciplined employees will affect performance.
14. Pework training
    PeJob training is a systematic process to teach or improve knowledge, skills and attitudes, and specific behaviors related to work so that employees become more skilled, have better responsibilities and have better performance.
15. Compensation
    BIf the level of compensation given to employees is lower than what can be provided by other agencies or companies for the same work, it will create a sense of dissatisfaction among employees, which can end in many potential workers leaving the company.
16. Job Promotion
    Providing opportunities for employees to develop creativity and better innovation for the optimal benefit of the company.

Performance Indicator

As for Performance indicatorsaccording to Robbins (2016) performance has six indicators, namely:

1. Quality. Quality of work is measured by employees' perceptions of qualitythe work produced and the perfection of the task on the skills and abilities of employees.

2. Quantity. This is the amount generated expressed in terms such as the number of units and the number of activity cycles completed.
3. Punctuality. Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
4. Effectiveness. Is the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources.
5. Independence. Is the level of an employee who will be able to carry out his work duties.
6. Work commitment. Is a level where employees have a commitment to work with agencies and employee responsibilities towards the office.

Motivation

According to Wibowo (2014) Motivation is the impetus for a series of processes of human behavior in achieving goals. Siagian (2011) motivation can simply be interpreted as "motivating" which implicitly means that the leader of an organization is in the midst of his subordinates, thus being able to provide guidance, instructions, advice and correction if. Hasibuan (2015) states that work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The pro and positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance.

Motivation Indicator

According to Wibowo (2014), the dimensions and indicators of motivation are as follows:

1. The need for achievement, a person's need to achieve or target an achievement from the results of the work being done.
   a) Work target
   b) Work quality
   c) Responsibility
   d) Risk
2. The need to expand association, one's need to create an environment of friendship in the area needed.
   a) Communication
   b) Friendship
3. The need to master a job, the need to have reliability and habit in doing a job.
   a) Leader
   b) Company ambassador
   c) exemplary

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Work Discipline

According toRobbins (2015) work discipline is that upholding work discipline is very important for companies. The existence of work discipline will guarantee the maintenance of order and the smooth running of the company's work, so as to obtain optimal results. As for employees, work discipline has an impact on a pleasant working atmosphere so that it will increase enthusiasm in carrying out their work. According to Rivai (2011), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior as well as an effort to increase awareness and willingness of a person to comply with all company regulations. According to Sastrohadiwiryo (in Ferine 2019) Work discipline can be defined as an attitude of respect, respect, according to Hasibuan (2013), work discipline is a person's awareness and willingness to comply with all applicable social rules and norms.

Work Discipline Indicator

According to Robbins (2015), there are three indicators of work discipline, namely:

1. Time discipline

   Time discipline here is defined as an attitude or behavior that shows adherence to working hours which includes: employee attendance and compliance during working hours, employees carrying out tasks in a timely and correct manner.
2. Regulatory discipline

   Written and unwritten rules and regulations are made so that the goals of an organization can be achieved properly. For this reason, it requires a loyal attitude from employees towards the commitments that have been set. Loyalty here means obedience and obedience in carrying out orders from superiors and regulations, rules that have been set. As well as the obedience of employees in using the complete uniforms that have been determined by the organization or company.
3. Discipline responsibility

   One form of employee responsibility is the use and maintenance of equipment as well as possible so that it can support office activities to run smoothly. As well as the ability to face the work that is his responsibility as an employee.

Leadership

According to Rivai (2011) states that leadership broadly includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. In addition, it also influences the interpretation of follower events, organizing and

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

Meanwhile, according to Terry in Kartono (2011) leadership is the activity of influencing people so that they like trying to achieve group goals. In addition, according to Thoha (2011) leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups.

Leadership Indicator

According to Kartono (2011), a person's leadership style can be seen from several indicators as follows.

1. Decision Making Ability.

   Decision making is a systematic approach to the nature of the alternatives faced and taking action according to calculations is the most appropriate action.

2. Motivating Ability.

   The ability to motivate is the driving force that causes a member of the organization to be willing and willing to mobilize their abilities (in the form of expertise or skills) energy and time to carry out various activities for which they are responsible and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives.

4. Communication Skills.

   Communication ability is the skill or ability to convey messages, ideas, or thoughts to other people with the aim that other people understand what is meant properly, directly or indirectly.

4. Ability to Control Subordinates.

   A leader must have the desire to make others follow his wishes by using personal power or position power effectively and appropriately for the long-term interests of the company. This includes telling others what to do in a tone that can range from assertive to demanding or even threatening. The goal is that tasks can be completed properly.

METHOD

This type of research can be classified as casual associative quantitative research. The research location was carried out at the Medan Region II Airport Authority Office.

According to Sugiyono (2017: 115) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. Based on this research, the population in the organization is 96 employees. The sampling technique used saturated samples.

DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Source of data used is primary data. The data collection method used by the researcher is a questionnaire, which is a written question that is used as a form to obtain information from several respondents.

The regression equation is:

$$Z = a + b1X1 + b2X2 + e$$
$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:
Y = Employee Performance
Z = Work Motivation
X1 = Work Discipline
X2 = Leadership
b1 = Coefficient of Work Discipline
b2 = Leadership coefficient
b3 = Coefficient of Work Discipline
b4 = Leadership coefficient
b5 = work motivation coefficient
a = constant

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software run on computer media.

According to (Gozali, 2012) Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), the sample does not have to be large. Apart from being able to confirm the theory, Partial Least Square (PLS) can also explain whether or not there is a relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data. Meanwhile, according to (Latan and Ghozali, 2012), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. SEM which is based on covariance generally tests causality or theory, while PLS is more of a predictive model.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal

something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicators and their latent constructs. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).

b. Discriminant Validity

This validity test explains whether the two variables are sufficiently different from one another. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how much is the correlation value between indicators that measure variables). The cross-loading value is acceptable if the cross-loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.
2. Predictive Relevance (Q2)

   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics

   At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value are as follows: Value 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)

   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.
5. Fit models

   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

1. *Convergent Validity*

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in Figure 1 below:

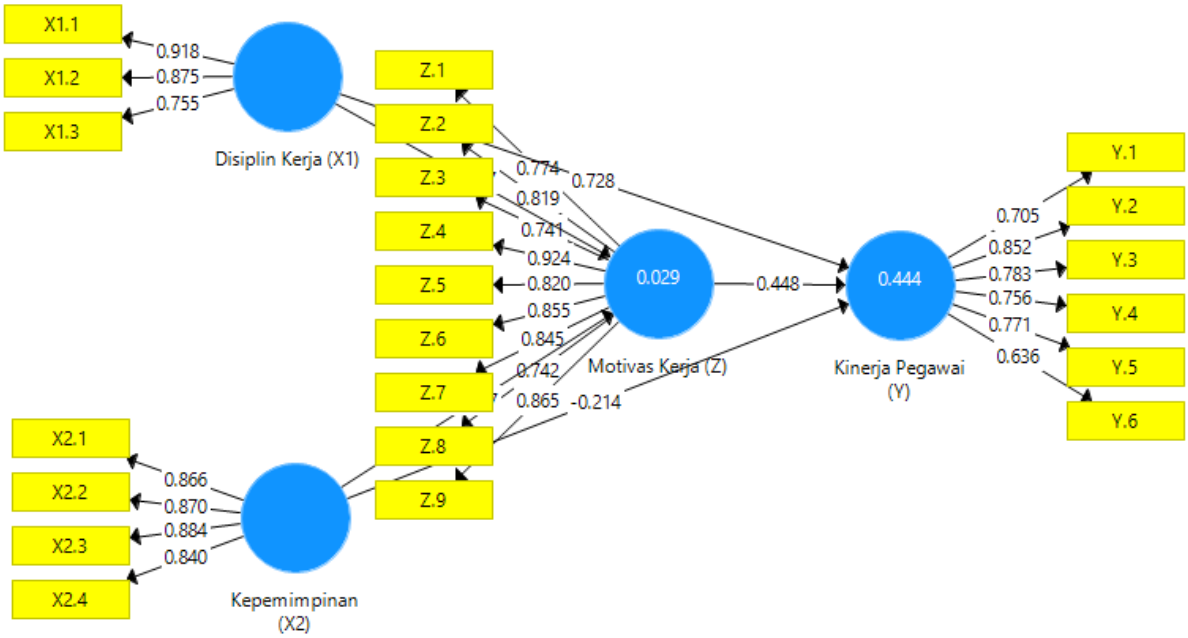

Figure 1. Outer Model Stage 1
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Work Discipline (X1)	Leadership (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	0.918			
X1.2	0.875			
X1.3	0.755			
X2.1		0.866		
X2.2		0.870		
X2.3		0.884		

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

X2.4		0.840		
Y. 1			0.705	
Y.2			0.852	
Y.3			0.783	
Y.4			0.756	
Y.5			0.771	
Y.6			0.636	
Z. 1				0.774
Z. 2				0.819
Z. 3				0.741
Z. 4				0.924
Z. 5				0.820
Z. 6				0.855
Z. 7				0.845
Z. 8				0.742
Z. 9				0.865

Source: Smart PLS 3.3.3

In table 1 above, indicator Y.6 has a loading factor <0.7, meaning that the indicator is an invalid indicator while to measure the construct it must be in a valid state, i.e. loading factor > 0.7, therefore the invalid indicator must be removed and will be recalculated without Y.6 indicator to find out whether removing Y.6 indicator will make the data valid, stage 2 calculations will be carried out as follows:

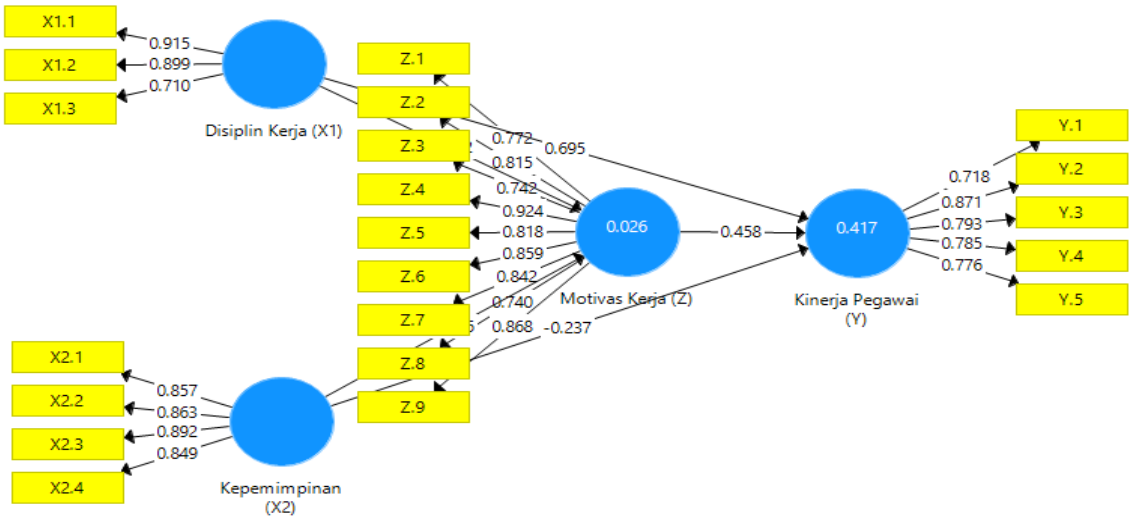

Figure 2. Outer Model Stage 2
Source: Smart PLS 3.3.3

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

This study has similarities with 2 substructures.
For the substructural equation 1
Z = b1X2 - b2X1 + e1
Z = 0.096 - 0.222 + e1

For substructure 2
Y = b3X1 - b4X2 + b5Z + e2
Y = 0.695 - 0.237 + 0.458

The Smart PLS output for the loading factor gives the results in the following table:
Outer Loadings Stage 2

Table 2. Outer Loadings stage 2

	Work Discipline (X1)	Leadership (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	0.915			
X1.2	0.899			
X1.3	0.710			
X2.1		0.857		
X2.2		0.863		
X2.3		0.892		
X2.4		0.849		
Y. 1			0.718	
Y.2			0.871	
Y.3			0.793	
Y.4			0.785	
Y.5			0.776	
Z. 1				0.772
Z. 2				0.815
Z. 3				0.742
Z. 4				0.924
Z. 5				0.818
Z. 6				0.859
Z. 7				0.842
Z. 8				0.740
Z. 9				0.868

Source: Smart PLS 3.3.3

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Table 2 above shows that the stage 2 assessment shows the results of a loading factor > 0.07 meaning that all indicators are valid after indicator Y.6 is removed because it is invalid so that the number of indicators now is 21 indicators after the loading factor is valid then further research can be done. This means that all indicators are valid indicators to measure the construct.

2. *Discriminate Validity*

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross-loading value for each indicator:

Table 3. Discriminant Validity

	Work Discipline (X1)	Leadership (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	**0.915**	0.747	0.371	-0.159
X1.2	0.899	0.572	0.494	-0.087
X1.3	0.710	0.757	0.155	-0.172
X2.1	0.652	0.857	0.190	-0.135
X2.2	0.748	0.863	0.209	-0.165
X2.3	0.624	**0.892**	0.270	0.030
X2.4	0.638	0.849	0.239	0.008
Y. 1	0.219	0.093	0.718	0.402
Y.2	0.406	0.160	**0.871**	0.335
Y.3	0.273	0.166	0.793	0.357
Y.4	0.456	0.353	0.785	0.183
Y.5	0.396	0.289	0.776	0.186
Z. 1	-0.175	0.003	0.055	0.772
Z. 2	-0.106	0.056	0.182	0.815
Z. 3	-0.103	-0.053	0.454	0.742
Z. 4	-0.125	-0.091	0.287	**0.924**
Z. 5	-0.238	-0.111	0.135	0.818
Z. 6	-0.108	-0.084	0.308	0.859
Z. 7	-0.145	-0.088	0.312	0.842
Z. 8	-0.170	-0.114	0.208	0.740
Z. 9	-0.032	-0.041	0.464	0.868

Source: Smart PLS 3.3.3

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

Table 3 above indicates that the research variable has a cross loading value that is greater than the cross-loading value on other variables. The cross-loading value for the Work Discipline variable is greater than the other variables. The cross-loading value for the Leadership variable is greater than the other variables. The cross-loading value for the Employee Performance variable is greater than the variable. The cross-loading value for the Work Motivation variable is greater than the other variables, meaning that the cross-loading value is discriminately valid.

3. *Composite reliability*

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following describes the construct results for each variable, namely Work Discipline, Leadership, Employee Performance, Work Motivation with each variable and indicator. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in table 4 below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	0.813	0.882	0.717
Leadership (X2)	0.888	0.923	0.749
Employee Performance (Y)	0.848	0.892	0.624
Work Motivation (Z)	0.941	0.949	0.676

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Work Discipline, Leadership, Employee Performance, Work Motivation has a construct > 0.50 meaning that all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value > 0.60. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Furthermore, in the table above the cronbach's alpha, each variable shows a construct value > 0.70, thus these results show that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So, it can be concluded that the indicators used in this study had high discriminant validity in constructing their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square results

	R Square	Adjusted R Square
Employee Performance (Y)	0.417	0.398
Work Motivation (Z)	0.026	0.004

Source: Smart PLS 3.3.3

Table 5 above shows that the R Square value for the Employee Performance variable is 0.417. This acquisition explains that the percentage of employee performance is 41.7%. This means that the variables of Work Discipline, Leadership, and Work Motivation have an effect on Employee Performance of 41.7% and the remaining 58.3% are influenced by other variables. Meanwhile, the R Square value for the Work Motivation variable is 0.026. This achievement explains that the percentage of work motivation is 02.6%. This means that the variables of Work Discipline and Leadership have an effect on Work Motivation of 0.02.6% and the remaining 97.4% are influenced by other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

SINOMIKA JOURNAL
PUBLIKASI ILMIAH BIDANG EKONOMI & AKUNTANSI
ISSN (e): 2829-9701

Table 6. Fit models

	Saturated Model	Estimation Models
SRMR	0.104	0.104
d_ULS	2,484	2,484
d_G	1,650	1,650
Chi-Square	693,143	693,143
NFIs	0.737	0.737

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model are in table 6. The following shows that the NFI value of 0.737 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Employee Performance (Y)	0.695	5,963	0.000	Accepted
Work Discipline (X1) -> Work Motivation (Z)	-0.222	1.112	0.267	Rejected
Leadership (X2) -> Employee Performance (Y)	-0.237	1,818	0.070	Rejected
Leadership (X2) -> Work Motivation (Z)	0.096	0.471	0.638	Rejected

Arya Dwipayana[1], Kiki Farida Ferine[2], Nuzuliati[3]
DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Work Motivation (Z) -> Employee Performance (Y)	0.458	6,773	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Table 7 above has a direct effect of the 5 hypotheses and will explain per hypothesis for Work Discipline has a positive and significant effect on Employee Performance with an original sample value of 0.695 P values 0.000 <0.05. Work Discipline has no significant negative effect on Work Motivation with an original sample value of -0.222 and P values 0.267 > 0.05. Leadership has no significant negative effect on employee performance with a value of -0.237 and P values 0.070 > 0.05. Leadership has no significant positive effect on work motivation with a value of 0.096, P values of 0.638. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.458 and P values of 0.000 <0.05.

Table 8. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X1) -> Work Motivation (Z) -> Employee Performance (Y)	-0.102	1.146	**0.252**	**Rejected**
Leadership (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.044	0.476	**0.634**	**Rejected**

Source: Smart PLS 3.3.3

Work Discipline has an effect on Employee Performance through negative and insignificant Work Motivation with an original sample value of -0.102 and P values 0.252 > 0.05. Leadership has a positive and insignificant effect on Employee Performance through Work Motivation with an original sample value of 0.044 and P values 0.634 > 0.000. This means that work motivation is not an intervening variable.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Employee PerformanceinMedan Region II Airport Authority Office

2. Work Discipline has no significant negative effect on Work MotivationinMedan Region II Airport Authority Office
3. Leadership has no significant negative effect on employee performanceinMedan Region II Airport Authority Office
4. Leadership has no significant positive effect on work motivationinMedan Region II Airport Authority Office
5. Work motivation has a positive and significant effect on employee performanceinMedan Region II Airport Authority Office
6. Work Discipline has an effect on Employee Performance through negatively insignificant Work MotivationinMedan Region II Airport Authority Office
7. Leadership has a positive and insignificant effect on Employee Performance through Work MotivationinMedan Region II Airport Authority Office

Suggestion

1. Organizations must make supervision to discipline employees in Medan Region II Airport Authority Office
2. Organizations must choose leaders who have a leadership spirit and are honest and responsible In Medan Region II Airport Authority Office
3. Organizations must be able to motivate employees to be even better In Medan Region II Airport Authority Office
4. Employee performance that is wrong, which is not good, it is better to be warned for the mistake, then if it is still being made again, it is better to be fired in Medan Region II Airport Authority Office

DAFTAR PUSTAKA

Ferine, Kiki Farida. 2019.13 Faktor Kinerja Sumber Daya Manusia. Cetakan Pertama.
Yogyakarta: Penerbit Ikatan Guru Indonesia (IGI) DIY

Ghozali, Imam. (2013). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS) Edisi 4. Universitas Diponegoro, Semarang.

Hair, J. F. et. al. 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Los Angeles.

Hasibuan, Malayu S.P, 2015. Manajemen Dasar, Pengertian, dan Masalah, Edisi Revisi, Bumi Aksara: Jakarta.

Hasibuan. 2020. Manajemen Sumber Daya Manusia. Bandung: PT Bumi Aksara.

Kartono. 2013. Pemimpin dan Kepemimpinan, Jakarta: PT. Rajawaligrafindo Persada.

Rivai, V., & Sagala, E. J. (2018). Manajemen Sumber Daya Manusia untuk Perusahaan: Teori ke Praktik. PT Raja Grafindo Persada.

Rivai, Veithzal. (2020). Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktek. Cetakan Pertama. Jakarta: Murai Kencana.

DOI: https://doi.org/10.54443/sinomika.v2i2.1226

Robbins (2015), Perilaku Organisasi, Penerbit Salemba Empat, Jakarta

Robbins, Stephen P., Timothy A. Judge. (2016). Perilaku Organisasi Edisi 16. Jakarta: Salemba Empat.

Sekaran, Uma. 2014. Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta, CV.

Wibowo. (2014). Manajemen Kinerja. Edisi Keempat. Jakarta: Rajawali Pers.