The Influence of Leadership, Work Discipline, and Remuneration on Employment Spirit and Their Implications on Perumda Employees Perumda Drinking Water Tirta Baribis, Brebes Regency

Ahmad Zaeni, Gunistiyo, Dien Noviany Rahmatika
{zaenir9@gmail.com}

Magister Management Universitas Pancasakti Tegal, Indonesia

Abstract. The purpose of this research is to 1) determine the influence of leadership on morale, 2). Knowing the effect of work discipline on morale, 3). Knowing the effect of remuneration on morale, 4). Knowing the influence of leadership on employee performance, 5). Knowing the effect of work discipline on employee performance 6). Knowing the effect of remuneration on employee performance, 7). Knowing the effect of morale on employee performance, 8). Knowing the influence of leadership, work discipline and remuneration on employee performance with work enthusiasm as a mediator. The subjects of this research are the employees of Perumda Water Drinking Tirta Baribis, Brebes Regency, totaling 167 employees. The technique used to collect data in this research is a questionnaire. The data analysis methods used in this study were instrument validity and reliability tests, descriptive statistics, quantitative analysis, and mediation tests (sobel test). Some conclusions that can be drawn from this research are that leadership, work discipline, and remuneration affect work morale. Leadership, work discipline, and remuneration affect employee performance. Morale is able to significantly mediate the influence of leadership, work discipline and remuneration on employee performance.

Keywords: Leadership, Work Discipline, Remuneration, Work Spirit, Performance.

1. Introduction

The problem with the management aspect of Perumda Tirta Baribis is in several regulations related to organization and staffing that have been too long and are no longer in accordance with the new rules and the spirit of regional autonomy. This has resulted in some employees who are less enthusiastic at work, as can be seen from some employees who are less excited so that performance cannot be maximized. The following is data on the achievement of the performance of employees of the Tirta Baribis Drinking Water Perumda, Brebes Regency in 2021.

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Table 1.
Employee Performance Achievement Data in 2021

Month	Excellent (> 75)	Good (60 - 75)	Good Enough (45 - 59)	Less (30 - 44)	Bad (<= 30)
January	98	51	9	7	2
February	101	50	8	5	3
March	94	63	7	1	2
April	89	59	11	4	4
May	103	53	2	6	3
June	106	41	12	6	2
July	99	50	16	1	1
August	102	45	12	5	3
September	107	31	21	4	4
October	98	43	20	3	3
November	97	41	19	5	5
December	102	38	17	6	4

Source: Perumda Drinking Water Tirta Baribis Brebes Regency, 2022

The data above shows that there are still some employees who have poor performance. Perumda Tirta Baribis employees from both the finance, operations and administrative departments have their own performance assessments of employees carried out by the personnel department. The table above also shows that there is still inconsistent employee performance, due to the decline and change in increases. This is considered because there are still many activities or programs that have not been achieved and realized in a certain period so that it will affect the performance value that will be given to the employee.

Perumda Tirta Baribis employees usually have a sufficient level of education to secure their jobs. Employees are free to compete healthily in order to occupy positions in Perumda Tirta Baribis through the quality of work that is output. In addition, the leadership of Perumda Tirta Baribis always provides motivation and enthusiasm to all employees before starting work. The goal is that employees can carry out their duties well and increase employee performance in serving the population. But in reality, some employees are unable to complete the work that has been targeted or assigned to them. This is due to the lack of supervision from the leadership and the lack of supervision in employees, which results in a low level of discipline in the use of their time and results in a low level of performance. While the leading factor in Perumda Tirta Baribis is very good, all employees are free to compete healthily in order to be able to occupy positions in Perumda Tirta Baribis.

This research is also based on several previous interrelated studies but concludes that the outputs are different from each other, creating a gap that needs to be revisited. The differences in these findings include [1] who noted in their findings that work discipline has an effect on performance, and [2] showed that work discipline has a positive and significant effect on

performance. [3,4] [5] found different things, they found that work discipline had no effect on the formation of employee performance. This was also discovered by other researchers, namely Kurniawan and Heryanto [6,7]

Based on the things that have been described above, it is very important to further examine this problem in the form of thesis research with the title. "The Influence of Leadership, Work Discipline, And Remuneration On Morale And Its Implications On The Performance Of Employees Of Tirta Baribis Drinking Water Perumda Brebes Regency".

2. Methods

In accordance with its purpose, this research is part of hypothesis testing research using the survey method. The subjects of this study were employees of the Tirta Baribis Drinking Water Perumda, Brebes Regency, which amounted to 167 employees. The method and sample size in this study were determined using saturated sampling techniques or full sampling techniques. In this study, the technique used to collect data in this study was a questionnaire. The data analysis methods used in this study are instrument validity and reliability tests, descriptive statistics, quantitative analysis, mediation tests (sobel test).

3. Research Results

Data Analysis: Testing the Validity of Research Instruments

Validity is a measuring instrument that shows the level of validity and validity of an instrument. This test is carried out to find out the validity of the question items can be seen in the column which is the calculation r for each question. If the calculated value of ris greater than r of the table, then the points of the question can be said to be valid.

Table 2. Research Instrument Validity Test Results

No.	Variable	Item Code	R count	R table	Criterion
1	Leadership	KP1	0,618	0,361	Valid
		KP2	0,867	0,361	Valid
		KP3	0,879	0,361	Valid
		KP4	0,562	0,361	Valid
		KP5	0,716	0,361	Valid
		KP6	0,726	0,361	Valid
		KP7	0,904	0,361	Valid
		KP8	0,781	0,361	Valid
2	Work Discipline	DK1	0,880	0,361	Valid
		DK2	0,892	0,361	Valid
		DK3	0,779	0,361	Valid
		DK4	0,685	0,361	Valid

No.	Variable	Item Code	R count	R table	Criterion
		DK5	0,730	0,361	Valid
		DK6	0,416	0,361	Valid
3	Remuneration	RM1	0,852	0,361	Valid
		RM2	0,793	0,361	Valid
		RM3	0,977	0,361	Valid
		RM4	0,936	0,361	Valid
		RM5	0,696	0,361	Valid
		RM6	0,942	0,361	Valid
4	Morale	SK1	0,803	0,361	Valid
		SK2	0,695	0,361	Valid
		SK3	0,519	0,361	Valid
		SK4	0,735	0,361	Valid
		SK5	0,793	0,361	Valid
		SK6	0,797	0,361	Valid
		SK7	0,707	0,361	Valid
		SK8	0,788	0,361	Valid
5	Performance	KN1	0,598	0,361	Valid
		KN2	0,897	0,361	Valid
		KN3	0,945	0,361	Valid
		KN4	0,856	0,361	Valid
		KN5	0,843	0,361	Valid
		KN6	0,659	0,361	Valid
		KN7	0,709	0,361	Valid
		KN8	0,834	0,361	Valid
		KN9	0,836	0,361	Valid
		KN10	0,803	0,361	Valid
		KN11	0,766	0,361	Valid
		KN12	0,766	0,361	Valid

Source: Primary data processed; 2022

As soon as testing the validity of the variables of leadership, work discipline, remuneration, morale and performance above, it can be seen that all the points of statements in the questionnaire are valid, because according to Sugiyono (2017) that is, the instrument is said to

be valid if it has a r_{count} > from r_{table} (n = 30) = 0.361. Then it can be concluded, that all the points of statements in this study are worthy of use in research.

Testing the Reliability of Research Instruments

Reliability is the similarity of the results of measurements or observations when diukyour or observed b couple of of time. Both free variable and bound variable reability tests were performed using *Alpha Cronbach* (α). A construct or variable is said to be reliable if it gives the value of the Alpha coefficient greater than 0.70. The results of the reliability test in this study can be seen in the table as follows:

Table 3
Results of the Research Instrument Reliability Test

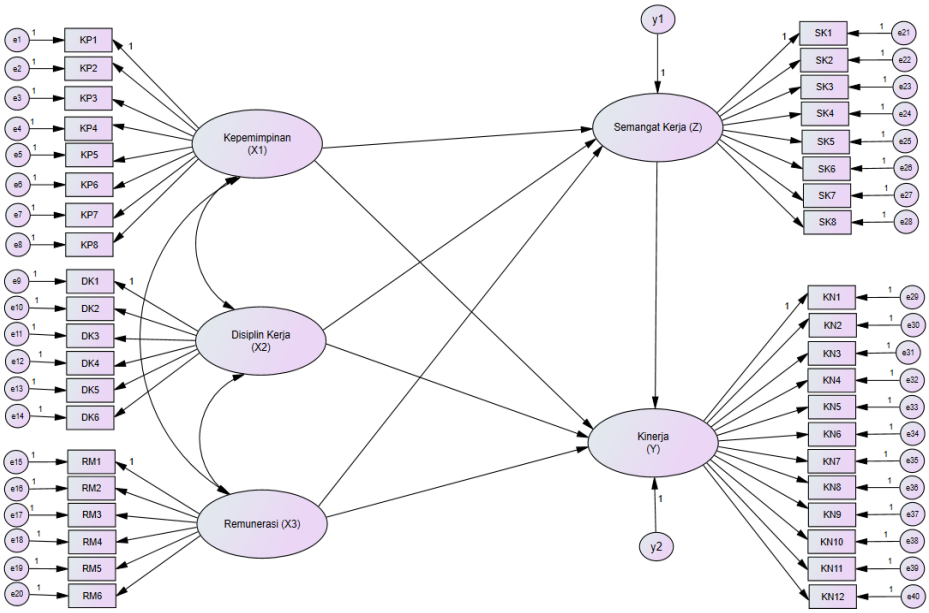
No.	Variable	*Cronbach Alpha*	Criterion
1	Leadership	0,855	Reliable
2	Work Discipline	0,804	Reliable
3	Remuneration	0,932	Reliable
4	Morale	0,853	Reliable
5	Performance	0,914	Reliable

Source: processed data, 2022

The results of the reliability calculation are known to be the *alpha conbrach* value of the leadership variable of 0.855; the work discipline variable of 0.804; remuneration variable of 0.932; the morale variable is 0.853 and the performance variable is 0.914. According to Hair [8] the research instrument is declared reliable if *the alpha conbrach* > 0.7. Because the average value of variables with *alpha conbrach* > 0.7, the research instrument is declared reliable and can be used for data collection.

SEM Analysis Results

The structural *equation model modeling* (SEM) in this study is as follows:



Draw 1
Model Structural *Equation Modelling* (SEM) Equation

Table 4.
Confirmatory Analysis Results

			Estimate
SK1	<---	SKZ	0,844
SK2	<---	SKZ	0,775
SK3	<---	SKZ	0,585
SK4	<---	SKZ	0,695
SK5	<---	SKZ	0,793
SK6	<---	SKZ	0,749
SK7	<---	SKZ	0,710
SK8	<---	SKZ	0,754
RM1	<---	RMX3	0,746
RM2	<---	RMX3	0,907
RM3	<---	RMX3	0,932
RM4	<---	RMX3	0,887
RM5	<---	RMX3	0,624
RM6	<---	RMX3	0,927
KP1	<---	KPX1	0,823

KP2	<---	KPX1	0,861
KP3	<---	KPX1	0,782
KP4	<---	KPX1	0,856
KP5	<---	KPX1	0,852
KP6	<---	KPX1	0,873
KP7	<---	KPX1	0,884
KP8	<---	KPX1	0,585
KN1	<---	KNY	0,834
KN10	<---	KNY	0,860
KN11	<---	KNY	0,717
KN12	<---	KNY	0,687
KN2	<---	KNY	0,84
KN3	<---	KNY	0,851
KN4	<---	KNY	0,878
KN5	<---	KNY	0,868
KN6	<---	KNY	0,558
KN7	<---	KNY	0,802
KN8	<---	KNY	0,790
KN9	<---	KNY	0,612
DK1	<---	DKX2	0,721
DK2	<---	DKX2	0,843
DK3	<---	DKX2	0,832
DK4	<---	DKX2	0,365
DK5	<---	DKX2	0,607
DK6	<---	DKX2	0,528

Source : Primary data processed in 2022.

that each indicator from each dimension of Leadership (KPX1), Work Discipline (DKX2), Remuneration (RMX3), Morale (SKZ) and Performance Pegawai (KNY) has an average *loading factor* value greater than 0.50 0 except for one indicator of the work discipline variable, namely the DK4 indicator which has a *loading factor* of 0.365 smaller than 0.500, so that the indicator is excluded from the model and is not included in determining the Hypothesis in the structural *equation modelanalysis of ling* (SEM).

The *research* model consisting of 40 indicators, to test the influence between variables, *structural equation modeling* (SEM) analysis was carried out. The specifications of the e l modof this study are as follows:

1) Leadership Variables (X_1)
   KP1 = 0.823 Leadership + 0.678
   KP2 = 0.861 Leadership + 0.742

KP3 = 0.782 Leadership + 0.612
KP4 = 0.856 Leadership + 0.732
KP5 = 0.852 Leadership + 0.725
KP6 = 0.873 Leadership + 0.762
KP7 = 0.884 Leadership + 0.781
KP8 = 0.585 Leadership + 0.343

The image of the model present on the Leadership variable can be seen in Figure 4.3.

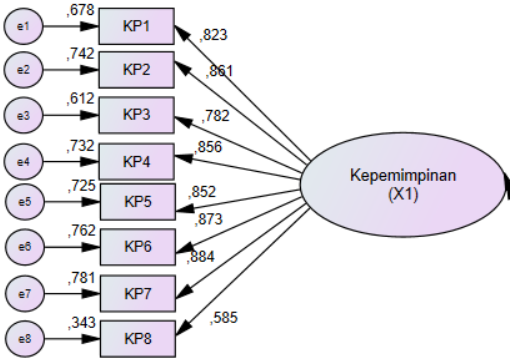


Figure 4.3
Leadership Measurement Model

Figure 4.3 can be seen the value of *the loading factor* in the latent variable Leadership of the first indicator of 0.823, the second indicator of 0.861, the third indicator of 0.782, the fourth indicator of 0.856, the fifth indicator of 0.852, the sixth indicator of 0.873, the th indicator of the seventh is 0.884 and the eighth indicator is 0.585. The *value of the loading factor* in the latent variable Leadership is on average greater than 0.50, so that all indicators of the variable meet the *convergent validity* requirement in the SEM analysis.

2) Work Discipline Variables (X_2)

DK1 = 0.721 Work Discipline + 0.520
DK2 = 0.843 Work Discipline + 0.710
DK3 = 0.832 Work Discipline + 0.693
DK4 = 0.365 Work Discipline + 0.133
DK5 = 0.607 Work Discipline + 0.369
DK6 = 0.528 Work Discipline + 0.279

The picture of the existing model on the Work Discipline variable can be seen in Figure 4. 4

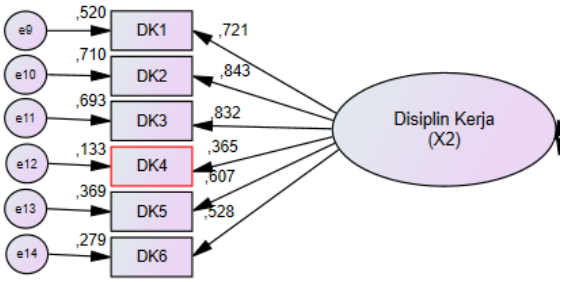


Figure 4.4
Work Discipline Measurement Model

Figure 4.4 can be seen the value of *the loading factor* in the latent variable Work Discipline of the first indicator of 0.721, thesecond i ndicator of 0.843, the third indicator of 0.832, the fourth i ndicator of 0.365, the fifth indicator of 0.607 and the indicator the fifth at 0.528. The *value of the loading factor* in the latent variable of Work Discipline there is one indicator whose value is smaller than 0.500, namely the DK4 indicator 0.365 thus this one indicator does not meet the *convergent validity* requirements in SEM analysis with AMOS 22 software so it must be excluded from the model .

3) Variable Remuneration (X_3)

RM1 = 0.746 Remuneration + 0.556
RM2 = 0.907 Remuneration + 0.823
RM3 = 0.932 Remuneration + 0.868
RM4 = 0.887 Remuneration + 0.788
RM5 = 0.624 Remuneration + 0.390
RM6 = 0.927 Remuneration + 0.859

The image of the model on the Remuneration variable can be seen in Figure 4.5

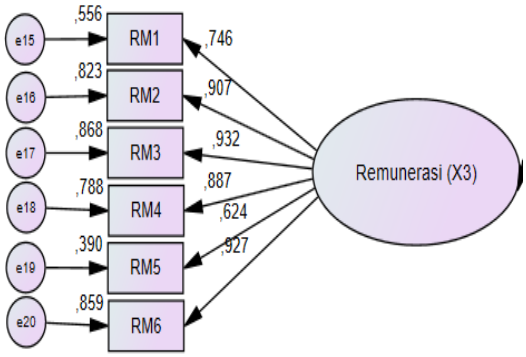


Figure 4.5
Remuneration Model

Figure 4.5 can be seen the value of *the loading factor* in the latent variable The remuneration of the first indicator is 0.746, the second indicator is 0.907, the third indicator is 0.932, the fourth indicator is 0.887, the fifth indicator is 0.624 and thesixth indicator is 0.927. The *value of the loading factor* in the latent variable The average remuneration

is greater than 0.500, so it meets the *convergent validity* requirement in the SEM analysis with AMOS 22 software.

4) Morale Variable (Z)

SK1 = 0.844 Morale + 0.713
SK2 = 0.775 Morale + 0.601
SK3 = 0.585 Morale + 0.342
SK4 = 0.695 Morale + 0.483
SK5 = 0.793 Morale + 0.629
SK6 = 0.749 Morale + 0.560
SK7 = 0.710 Morale + 0.505
SK8 = 0.754 Morale + 0.568

The image of the existing model on the Morale variable can be seen in Figure 4.6

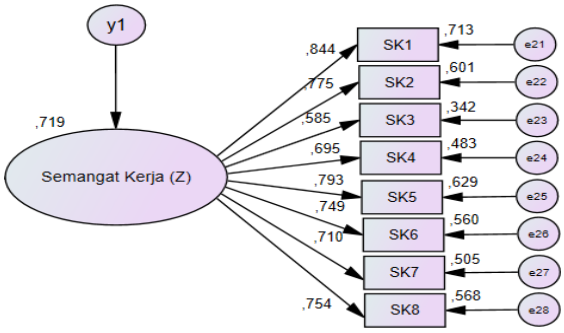


Figure 4.6
Morale Model

Figure 4.6 can be seen the value of *the loading factor* in the latent variable Of Work Expectancy of the first indicator of 0.844, the second indicator of 0.775, the third indicator of 0.585, the fourth indicator of 0.695, the fifth indicator of 0.793, the sixth indicator of by 0.749, the seventh indicator by 0.710 and the eighth indicator by 0.754. The *value of the loading factor* in the latent variable Morale averages a value greater than 0.500, thus the indicator already meets the *convergent validity* requirement in the SEM analysis with AMOS 22 *software*.

5)Performance Variable Pegawai (Y)

KN1 = 0.834 Employee performance + 0.695
KN2 = 0.840 Employee performance + 0.705
KN3 = 0.851 Employee performance + 0.724
KN4 = 0.878 Employee performance + 0.771
KN5 = 0.868 Employee performance + 0.754
KN6 = 0.558 Employee performance + 0.311
KN7 = 0.802 Employee performance + 0.643
KN8 = 0.790 Employee performance + 0.625
KN9 = 0.612 Employee performance + 0.374
KN10 = 0.860 Employee performance + 0.740
KN11 = 0.717 Employee performance + 0.515
KN12 = 0.687 Employee performance + 0.472

An image of the employee performance variable model can be seen in Figure 4.7

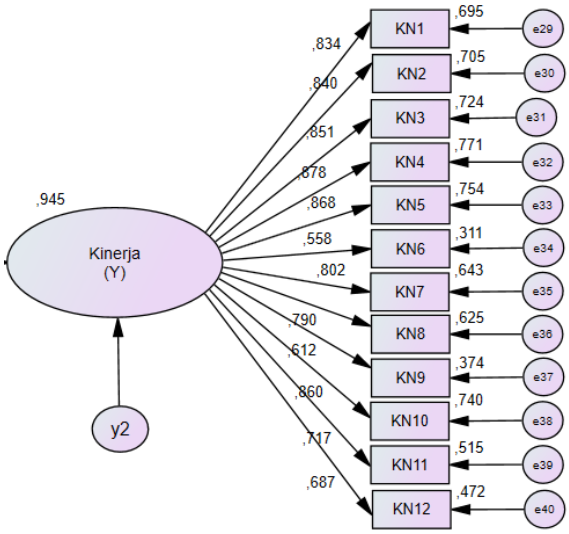


Figure 4.7
Employee Performance Measurement Model

Figure 4.7 can be seen the value of *the loading factor* in the latent variable Employee performance of the first indicator of 0.834, the second indicator of 0.840, the third indicator of 0.851, the fourth indicator of 0.878, the fifth indicator of 0.868, the sixth indicator of 0.558, the indicator the seventh indicator is 0.802, the eighth indicator is 0.790, the ninth indicator is 0.612, the tenth indicator is 0.860, the eleventh indicator is 0.717 and the twelfth indicator is 0.687. The *value of the loading factor* in the latent variable Employee performance value is on average greater than 0.500 the indicator has met the *convergent validity* requirement in subsequent SEM analysis.

The research model after conducting a confirmatory factor analysis consisting of 40 indicators that already meet the convergent *validity* requirements of *Structural Equation Modelling* (SEM) analysis.

Table 5
Data Normality

Variables	Min	Max	skew	c.r.	kurtosis	c.r.
SK5	4,000	7,000	-2,169	-11,444	5,082	13,406
SK8	5,000	7,000	-1,886	-9,952	2,344	6,184
SK7	6,000	7,000	-1,669	-8,805	,786	2,072
SK6	4,000	7,000	-2,561	-13,509	8,328	21,968
DK5	5,000	7,000	-1,969	-10,390	2,993	7,894
DK6	4,000	7,000	-1,773	-9,356	2,862	7,548

Variables	Min	Max	skew	c.r.	kurtosis	c.r.
RM5	1,000	7,000	-2,624	-13,842	10,535	27,791
RM6	1,000	7,000	-2,125	-11,212	5,492	14,488
KN12	5,000	7,000	-1,596	-8,421	1,581	4,171
KN11	4,000	7,000	-2,053	-10,829	5,020	13,241
KP1	2,000	7,000	-1,804	-9,517	3,449	9,097
KP8	1,000	7,000	-1,603	-8,455	1,784	4,706
KN10	5,000	7,000	-1,160	-6,119	,350	,925
KN9	1,000	7,000	-3,765	-19,861	18,591	49,040
KN8	4,000	7,000	-1,497	-7,900	2,226	5,872
KN2	5,000	7,000	-1,116	-5,889	-,289	-,761
RM2	1,000	7,000	-1,974	-10,417	3,784	9,982
RM3	1,000	7,000	-1,919	-10,126	3,956	10,435
RM4	1,000	7,000	-1,604	-8,463	3,116	8,220
RM1	1,000	7,000	-1,623	-8,563	2,241	5,912
KN3	5,000	7,000	-1,354	-7,144	,870	2,295
KN7	4,000	7,000	-1,420	-7,490	2,180	5,749
KN6	1,000	7,000	-2,402	-12,671	9,202	24,272
KN5	5,000	7,000	-1,069	-5,640	-,019	-,051
KN4	4,000	7,000	-1,411	-7,443	1,627	4,291
SK1	5,000	7,000	-1,487	-7,842	1,251	3,300
SK4	1,000	7,000	-3,237	-17,077	17,867	47,131
SK3	4,000	7,000	-1,625	-8,575	2,278	6,009
SK2	6,000	7,000	-1,723	-9,090	,969	2,555
DK3	5,000	7,000	-1,827	-9,641	2,471	6,517
DK4	1,000	7,000	-2,160	-11,395	6,066	16,001
KP2	3,000	7,000	-2,173	-11,462	4,850	12,794
KP3	1,000	7,000	-2,327	-12,276	6,000	15,828
KP4	3,000	7,000	-2,636	-13,905	7,688	20,281
KP5	2,000	7,000	-2,218	-11,704	5,613	14,806
KN1	5,000	7,000	-1,386	-7,312	,476	1,255
KP6	3,000	7,000	-2,511	-13,249	6,362	16,783
KP7	2,000	7,000	-1,879	-9,912	3,544	9,349
DK1	4,000	7,000	-2,482	-13,096	7,052	18,603
DK2	5,000	7,000	-1,874	-9,886	2,652	6,996
Multivariate					1214,871	135,422

Source: primary data processed, 2022.

Uji normality data dnatural output AMOS was carried out by comparing *the critical ratio* (CR) value in *the assessment of normality* with the critical ± 2.58 at the level of 0.01. If there is a CR value greater than the critical value then the data is univariately abnormal.

The *resulting critical ratio* (c.r) value for the *Multivariate* coefficient is 92.522.

This value is greater than ± 2.58 (for α = 1%), so that *the normality of Multivariate* is not met, then it can be concluded that the assumption of normality *Univariate and Multivariate* data is not met.

The following is *the output of Bollen Stine Bootstrap* :

Table 6
Output Bollen-Stine

Bollen-Stine Bootstrap (Default Model)
The model fit better in 250 bootstrap samples.
It fit about equally well in 0 bootstrap samples.
It fit worse or failed to fit in 0 bootstrap samples.
Testing the null hypothesis that the model is correct, Bollen-Stine bootstrap p = ,004

Source: primary data processed, 2022.

After *bootstrapping* , the probability result of *Bollen-Stine bootstrap* = 0.004 is obtained and this value is significant at 5% (0.05) so that the assumption of model normality is acceptable.

Bootstrap Distributions (Default model)
ML discrepancy (implied vs sample) (Default model)

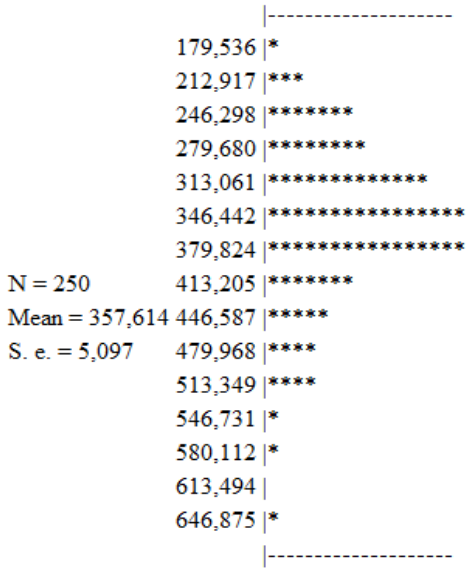


Figure 7. Data Spread Model

Based on figure 7 The data distribution model can be known to form a bell so that the research model data assumes normality and is worthy of use to test all research hypotheses.

The following are the results of the *M ulticollinearty* test:

Table 7
Multicollinearty Test Results

			Estimate
MPX1	<-->	KKX2	,590
KKX2	<-->	KOX3	,617
MPX1	<-->	KOX3	,413

Source: primary data processed, 2022.

Has in table 7 above shows that the correlation value between its independent variables, which is flattened, has a value below 0.9. Then the results can be known that there is no *multicollinearity* in this study. After performing analysis evaluation normality, *univariate. multivariate* and *bootstrapping* then in the next stage will confirm *the regression weights* or relationships between latent variables in this research model, using AMOS 22 software it produces as in Table 4.16 below:

Table 8
Regression Weights

			Estimate	S.E.	C.R.	P	Label
PKZ	<---	MPX1	,157	,067	2,352	,019	
PKZ	<---	KKX2	,678	,152	4,466	***	
PKZ	<---	KOX3	,118	,045	2,638	,008	
KPY	<---	MPX1	,189	,082	2,307	,021	
KPY	<---	KKX2	-,559	,238	-2,345	,019	
KPY	<---	PKZ	1,282	,247	5,190	***	
KPY	<---	KOX3	-,114	,056	-2,060	,039	

Source: primary data processed, 2022.

Based on Table 8 , structural equations can be made for substructure 1 as follows :

Job Satisfaction = 0.157 Knowledge Management + 0.678 Quality of Work Life + 0.118 Oranization Commitment + z_1

Based on Table 4.16, structural equations for substructure 2 can be made as follows :

Employee performance = 0.189 Knowledge Management - 0.559 Quality of Work Life - 0.114 Organizational Commitment + 1.282 Job Satisfaction + z_2

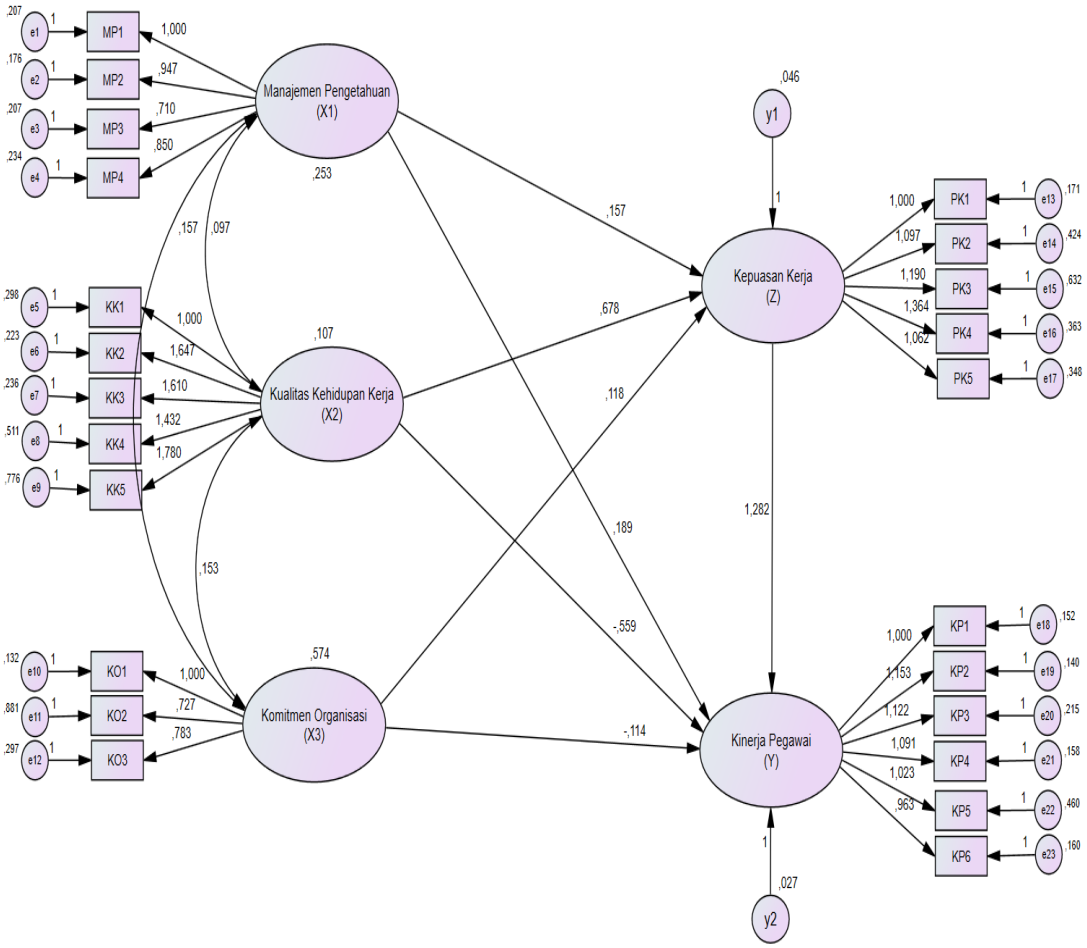
Table 9
Standardized Regression Weights analysis results
Structural Equation Modelling **(SEM)**

			Estimate
PKZ	<---	MPX1	,197
PKZ	<---	KKX2	,555
PKZ	<---	KOX3	,223
KPY	<---	MPX1	,222
KPY	<---	KKX2	-,427

			Estimate
KPY	<---	PKZ	1,199
KPY	<---	KOX3	-,203

Source: primary data processed, 2022.

The research model using AMOS 22 software produces as shown below:



Research Model of Relationships between Latent Variables

The results of the research model conformity test are presented in the table below:

Table 10

Goodness-of-Fit Test Results

Goodness of Fit Index	*Cut off Value*	Result	Model Evaluation
Chi-Square	≤ 290.56	866,87	Not Fulfilling
DF		220	
P-Value	≥ 0.05	0,000	Not Fulfilling
RMSEA	≤ 0.1	0,1	Meet
GFI	≥ 0.90	0,773	Not Fulfilling
AGFI	≥ 0.90	0,715	Not Fulfilling
CMIN/DF	≤ 2.0	3,940	Not Fulfilling
TLI	≥ 0.95	0,724	Not Fulfilling
CFI	≥ 0.95	0,760	Not Fulfilling

Source: Primary Data Processed, 2022.

Table 10 shows that the *Chi Square* value = 866.87 with a significance level of 290.56 as well as other feasibility values that have not met the fit criteria so it can be concluded that there is no difference between the sample covariance matrix and the estimated population covariance matrix accepted which means the model is not yet fit.

4. Hypothesis Testing

The results of the SEM analysis of this study are described in the following hypothesis testing steps:

a. The Effect of Knowledge Management on Job Satisfaction

Based on table 4.16 and table 4.17, it can be seen that the coefficient of the knowledge management variable path to Job Satisfaction is 0.157. This means that there is a positive influence of knowledge management variables on job satisfaction, meaning that the better the Knowledge Management, the better the Job Satisfaction. The nature of such positive influences is significant, this is indicated by the calculated CR value = 2.352. The calculated CR value is greater than or equal to that of the table CR (t table) at a confidence level of 95 percent and a degree of freedom of 250 which is 1.97. Thus the first hypothesis that states "There is an influence of Knowledge Management on Job Satisfaction", is acceptable.

b. The Effect of Work Life Quality on Job Satisfaction

Based on table 4.16 and table 4.17, it can be seen that the coefficient of the variable path of Quality of Work Life to Job Satisfaction is 0.678. This means that there is a positive influence of the Work Life Quality variable on Job Satisfaction, meaning

that the better the Quality of Work Life, the higher the Job Satisfaction. The nature of such a positive influence is significant, this is indicated by the calculated CR value = 4.466. The cr value is greater than the cr of the table (t table) at a confidence level of 95 percent and a degree of freedom of 250 which is 1.97 thus the second hypothesis which states "There is an effect of Quality of Work Life on Job Satisfaction", is acceptable.

c. The Effect of Oranization Commitment on Job Satisfaction

Based on table 4.16 and table 4.17, it can be seen that the variable path coefficient of Organizational Commitment to Job Satisfaction is 0.118. This means that there is a positive influence of the Variable Organizational Commitment on Job Satisfaction, meaning that the more Organizational Commitment, the more Job Satisfaction increases. The nature of such positive influences is significant, this is indicated by the calculated CR value = 2.638. The cr value of the calculation is greater than the CR of the table (t of the table) at a confidence level of 95 percent and a degree of freedom of 250 which is 1.97 thus the third hypothesis which states "There is an influence of Organizational Commitment to Job Satisfaction", is acceptable.

d. The Effect of Knowledge Management on Employee Performance

Based on table 4.16 and table 4.17, it can be seen that the coefficient of the knowledge management variable path to employee performance is 0.189. This means that there is a positive influence of Knowledge Management variables on employee performance, meaning that the more Knowledge Management increases, the better employee performance. The nature of such positive influences is significant, this is indicated by the calculated CR value = 2.307. The cr value of the calculation is greater than the cr of the table (t of the table) at a confidence level of 95 percent and a degree of freedom of 250 which is 1.97 thus the fourth hypothesis which states "There is an influence of Knowledge Management on employee Performance", is acceptable.

e. The Effect of Quality of Work Life on Employee Performance

Based on table 4.16 and table 4.17, it can be seen that the coefficient of the variable path of Quality of Work Life to Employee Performance is -0.559. This means that there is a negative influence of the Work Life Quality variable on employee performance, meaning that the lower the Quality of Work Life, the lower the employee performance. The nature of such negative influences is significant, this is indicated by the calculated CR value = -2.345. The cr value of the calculation is smaller than the CR of the table (t table) at a confidence level of 95 percent and a degree of freedom of 250 which is -1.97 thus the fifth hypothesis which states "There is an influence of Quality of Work Life on Employee Performance", is acceptable.

f. The Effect of Organizational Commitment on Employee Performance

Based on table 4.16 and table 4.17, it can be seen that the variable path coefficient of Organizational Commitment to Employee Performance is -0.114. This means that there is a negative influence of the Organizational Commitment variable on employee performance, meaning that the lower the Organizational Commitment, the lower the employee performance. The nature of such negative influences is significant, this is indicated by the calculated CR value = -2.060. The calculated CR value is less than or equal to that of the table CR (t table) at a confidence level of 95 percent and a degree of freedom of 250 which is -1.97 thus the sixth hypothesis which states "There is an influence of Organizational Commitment to Employee Performance", is acceptable.

g. The Effect of Job Satisfaction on Employee Performance

Based on table 4.16 and table 4.17, it can be seen that the coefficient of the variable path of Job Satisfaction to Employee Performance is 1,282. This means that there is a positive influence of the Job Satisfaction variable on employee performance, meaning that job satisfaction increases, employee performance is getting better. The nature of such positive influences is significant, this is indicated by the calculated CR value = 5.190. The cr value is greater than the table CR (t table) at a confidence level of 95 percent and a degree of freedom of 250 which is 1.97 thus the seventh hypothesis which states "There is an effect of Job Satisfaction on employee Performance", is acceptable.

h. The Effect of Knowledge Management on Employee Performance with Job Satisfaction as a mediator

The eighth hypothesis test in this study was used to prove the correctness of the eighth hypothesis carried out using the Sobel test as shown in the calculation below.

S.E. PKZ MPX1= 0.067
Beta KPY PKZ = 1.199
Beta PKZ MPX1= 0.197
S.E. KPY PKZ= 0.247
UnBeta PKZ MPX1= 0.157
The calculation of *the Sobel Test* can then be known as follows:

$$Sab = \sqrt{(1{,}199^2 \text{x } 0{,}067^2) + (0{,}197^2 \text{x } 0{,}247^2) + (0{,}157^2 \text{x } 0{,}247^2)}$$

$$Sab = \sqrt{(0{,}0065) + (0{,}0024) + (0{,}0015)}$$

$$Sab = \sqrt{0{,}0103}$$

$$Sab = 0{,}1016$$

$$t = \frac{ab}{Sab} = \frac{0{,}197 \; x \; 1{,}199}{0{,}1016} = \frac{0{,}236}{0{,}1016} = 2{,}325$$

Based on *the calculation of the sobel test*, acalculated t value of 2.325 > 1.97 (t_{table}) was obtained, which means that H_0 was rejected. This shows that work satisfaction is able to significantly mediate the influence of knowledge management on employee performance.

i. The effect of the quality of work life on employee performance with job satisfaction as a mediator

The ninth hypothesis test in this study was used to prove the correctness of the ninth hypothesis carried out using the Sobel test as shown in the calculations below.

The description of table 4.16 and table 4.17 can be known values :
S.E. PKZ KKX2= 0.152
Beta KPY PKZ = 1.199
Beta PKZ KKX2= 0.555
S.E. KPY PKZ= 0.247
UnBeta PKZ KKX2= 0.678
The calculation of *the Sobel Test* can then be known as follows:

$$Sab = \sqrt{(1{,}199^2 \text{x } 0{,}152^2) + (0{,}555^2 \text{x } 0{,}247^2) + (0{,}678^2 \text{x } 0{,}247^2)}$$

$$Sab = \sqrt{(0{,}0332) + (0{,}0188) + (0{,}0280)}$$

$$Sab = \sqrt{0{,}0801}$$

$$Sab = 0{,}2829$$

$$t = \frac{ab}{Sab} = \frac{0{,}555\ x\ 1{,}199}{0{,}2829} = \frac{0{,}665}{0{,}2829} = 2{,}352$$

According to *the calculation of the sobel test* obtained $a_{calculated}$ t value of 2.352 > 1.97 (t_{table}) which means that H_0 is rejected. This shows thatwork satisfaction is able to significantly mediate the influence of the quality of work life on employee performance.

j. The effect of organizational commitment on employee performance with job satisfaction as a mediator

Table 4.16 and table 4.17 can be known values
S.E. PKZ KOX3= 0.045
Beta KPY PKZ = 1.199
Beta PKZ KOX3= 0.223
S.E. KPY PKZ= 0.247
UnBeta PKZ KOX3= 0.118
The calculation of *the Sobel Test* can then be known as follows:

$$Sab = \sqrt{(1{,}199^2 x\ 0{,}045^2) + (0{,}223^2 x\ 0{,}247^2) + (0{,}118^2 x\ 0{,}247^2)}$$

$$Sab = \sqrt{(0{,}0029) + (0{,}0030) + (0{,}0008)}$$

$$Sab = \sqrt{0{,}0068}$$

$$Sab = 0{,}0824$$

$$t = \frac{ab}{Sab} = \frac{0{,}223\ x\ 1{,}199}{0{,}0824} = \frac{0{,}665}{0{,}0824} = 3{,}244$$

According to *the calculation of the sobel test*, acalculated t value of 3.244 > 1.97 (table) is obtained, which means that H0 is accepted. This shows thatwork satisfaction is able to significantly mediate the influence of organizational commitment on employee performance.

Table 11 Path Coefficient Value

No.	Relationships between variables	t_{count}	Information
1	Knowledge Management Employee Performance Job Satisfaction	2,325	Mediating
2	Quality of Work Life Job Satisfaction Employee Performance	2,352	Mediating

No.	Relationships between variables	t_{count}	Information
3	Organizational Commitment Job Satisfaction Employee performance	3,244	Mediating

5. Conclusion

Some conclusions that can be drawn from this study are that knowledge management, employee rewards, affect organizational commitment while discipline does not affect organizational commitment. knowledge management, *employee rewards*, discipline, and organizational commitment affect job satisfaction. Organizational commitment is able to significantly mediate the influence of knowledge management on job satisfaction, but has not been able to significantly mediate the influence of *employee rewards* and discipline on job satisfaction.

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