

EFFECT OF TRAINING AND MOTIVATION ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS INTERVENING VARIABLES: CASE STUDY AT THE INSTITUTE NATIONAL STATISTICS TIMOR LESTE, PUBLIC INSTITUTE

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ABSTRACT

The aim of this study is to determine the effect of training and motivation on employee performance through work discipline at the Institute National Statistics Timor Leste, Institute Public. This research was conducted for employees in the Institute National Statistic Timor Leste, Institute Public.. Using a quantitative approach, the research data was collected from 69 employees in the Institute National Statistic Timor Leste, Institute Public. Partial least squares (PLS) was used to test hypotheses in this study using SmartPLS 3.0. The results of this study indicate that there was no influence between training on employee performance, there was no influence between motivation on employee performance, there was an influence between training on work discipline, there was a significant positive influence between motivation on work discipline, then there was a significant positive influence between work discipline towards employee performance. In addition, it was found that there was no influence between training on employee performance through work discipline and it was also found that there was an influence between motivation on employee performance through work discipline.

KEYWORDS: Training, Motivation, Work Discipline, Employee Performance

I. INTRODUCTION

Work in the current of globalization is the key to improving high quality, so it requires quality human resources to be able to compete with other companies. Companies are required to obtain, develop and maintain quality human resources. Quality employees will be able to produce work maximum with efficient costs. The higher the quality of employees, the higher the level of employee performance in carrying out the tasks assigned to them, so that it can encourage increased effectiveness and efficiency of the output that will be produced by employees (Dessler, 2015).

The Government of the Democratic Republic of Timor Leste is a 23-year-old independent country, with that it needs highly disciplined human resources in its work in order to develop a prosperous country according to the wishes of the people. To support the development of the country, it requires quality statistical data to influence leaders in making decisions. Thus, the State of Timor Leste since its

independence in 2000 during the UN transition period (UNTAET) was led by Dr. Sergio Vieira de Mello. Which compiling the East Timor Government Gazette with their respective responsibilities where the East Timor Statistics Department is under the Minister of Planning and Finance, with the task of compiling the Consumer Price Index (CPI) and in 2002 the East Timor Government was led by Dr. Mari Bin Amude Alkateri through a meeting of the Minister of Government to determine the duties and authority of the National Statistics Department, to organize statistical activities through censuses, surveys, compilation, production and announcing the results on a large scale and/or at any time open to public Good agency government, institution private, non-governmental organizations or individuals (Law Number 17 of 2003). However, all employees or staff are not from a Statistics educational background but with different educational backgrounds, experiences, cultures and characters, so they need a lot of training and motivation to be able to adjust to the work and tasks carried out in accordance with the Vision and Mission applied.

Training is a process that can teach and direct employees to develop knowledge in their work according to their duties. Thus, according to (Dessler 2009) Training is "the process of teaching new or existing employees the basic skills they need to carry out their work". Training is one of the efforts to improve the quality of human resources in the world of work. New employees or those who are already working need to take part in training because of job demands that can change due to changes in the work environment, strategy, and so on (Dessler, 2009).

The improvement of the final results of a training, it must be remembered that the process during the training must be clear in the eyes of the training participants. What is meant here is that the job specification that will be carried out must be explained first to the workers. So the training participants will be serious during the training program. This is summarized as said by Mangkunegara (Mangkunegara, 2006:51) namely all forms of training created by the company have the following components: the objectives and targets of the training must be clear and measurable, the trainers must be experts with adequate qualifications, the training material must be adjusted to the objectives to be achieved, the training method must be in accordance with the ability of workers to meet the specified requirements so that motivation is needed.

The General Department of Statistics of Timor Leste has transformed into the Instituti Nacional Estatistik, Public Institution (INETL, IP) Decree of Lei N. 0 : 4/2023 de Fevereiro . In general, the appointment of a department to an Institution is a motivation where it can motivate all existing employees from leaders to staff to work enthusiastically in their work, but personally from the institution must also provide motivation or direction to employees or workers to work according to the program that has been planned in the short, medium and long term with quality. According to George and Jones (George & Jones, 2005) "work motivation can be defined as a psychological drive to a person that determines the direction of a person's behavior (direction of behavior) in an organization, level of effort, and level of persistence or resilience in facing an obstacle or problem (level of

persistence)". INETL, IP is an Independent Institute in conducting Surveys, analysis, producing and publishing data or facilitating data to all parties, be it state leaders, NGOs or students in their needs for the development of the country. Therefore, work motivation can be interpreted as the drive for work enthusiasm in employees that makes employees able to work to achieve certain goals. (Sunyoto, 2012: 17-18) is of the opinion that providing motivation to employees or individuals certainly has several objectives, including: encouraging employee enthusiasm and passion, increasing employee morale and job satisfaction, increasing employee work productivity, maintaining employee loyalty and stability, increasing discipline and reducing employee absenteeism, creating a good working atmosphere and relationship, increasing employee creativity and participation, increasing employee welfare, increasing employee sense of responsibility towards their tasks and work.

However, George and Jones (2005) that the elements of work motivation are divided into three parts, namely: direction of behavior , level of effort , level of persistence (George & Jones, 2005). According to Wijonarko (Wijonarko, 2012: 3) emphasizes the importance of considering employees as assets. By treating employees as assets, there is automatically an increase in individual Capacity and Organizational Competitiveness , in addition to increased performance and Employee Engagement will certainly increase as well . Employee performance is important in increasing employee productivity. In improving employee performance, companies must be able to identify factors that can affect performance. These factors include training and motivation for employees. According to Raymond, to solve problems related to improving employee performance, there are several possibilities that can be done by the company, including providing motivation and job training (Raymond, 2010). Thus, work discipline is very important where discipline in the Institute or company is the main key to success and quality of work that has been planned in order to achieve its goals.

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to obey all company regulations and applicable social norms (Rivai (2004) To strengthen the existing opinion, Siagian (2006) argues that work discipline is a management action to encourage members of the organization to meet the demands of various provisions. In other words, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees voluntarily try to work cooperatively with other employees and improve their work performance.

Work performance is the result produced by an employee or worker in his work and duties in an organization. Mathis and Jackson (2006) employee performance is the contribution given by employees to the company that can be identified from the results of employee work. Employee performance is a very important factor for a company. Performance as a manifestation of an employee's work behavior that is displayed as work achievement according to his role in a company within a certain period of time. This is because employee performance is a determinant of the success

and survival of the company. In every organization, humans are one of the most important components in bringing the organization to life.

Thus, the National Institute of Statistics of Timor Leste is a very important institution in its role, but the existing employees are not employees who are behind in their education from Statistics, so it requires a clear decision to develop existing resources to improve work discipline and work performance in accordance with the Vision and Mission of Statistics of Timor Leste. Therefore, Training and Motivation in influencing employee performance with the mediation of work discipline must certainly be considered in order to improve employee work performance in their work at INETL, IP

The National Institute of Statistics, Timor-Leste (INETL, IP) has the task of statistics, namely providing authority to... National Institute of Statistics to carry out statistical activities through censuses, surveys, compilation, production and announcement of the results on a large scale and/or at any time open to public Good agency government , institution private, non-governmental organizations or individuals (Law Number 17 of 2003)

Researcher see that Work training and motivation can be used as a solution to improve work discipline and employee performance at the East Timor Statistical Institution, Public Institution (INETL, IP). For That researcher make problem This as A study with the title " The Influence of Training and Work Motivation on Work Discipline and Employee Performance at the Instituto Nacional de Estatistica Timor Leste, Public Institution (INETL, IP).

II. LITERATURE REVIEW

A. Training

Training according to Sikula quoted by Mangkunegara (2007) is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited objectives. Training is defined by Prof. Dr. H. Suprayadi (2013) that training plays a role as a systematic learning process that includes mastery of knowledge, improving skills, and changing attitudes and behaviors in order to improve employee performance. Rothwell (2003) training is an effort planned by the company. Training according to Simamora (2006) to facilitate learning related to job competencies, knowledge, skills and behavior by employees. Training is a learning process that involves the acquisition of skills, concepts, regulations, or attitudes to improve employee performance. Regarding the definition of training Planty, mc cord & efferson (2007) explained that training is continuous and systematic development between all levels of employees, knowledge, skills and attitudes that contribute to their welfare and the company. While Davis and Werther in Sadarmayanti (2010) "Training prepares people to do their present job and development prepares employees needed knowledge, skills and attitudes". This means that training prepares

people to do their present jobs and development prepares employees who need knowledge, skills and attitudes.

1) Training Indicators

Training indicators are as follows:

- 1) Objectives: training is a set objective, specifically related to the preparation of action plans (action play) and setting targets, as well as the expected results of the training to be held.
- 2) Objectives: training objectives must be determined with detailed and measurable criteria .
- 3) Trainers: considering that training is generally oriented towards improving skills, the trainers selected to provide training materials must truly have adequate qualifications according to their field, be professional and competent.
- 4) Material: human resource training requires material or curriculum that is appropriate to the human resource training objectives that the organization wishes to achieve.
- 5) Method: The training method will better ensure that human resource training activities are carried out effectively if it is appropriate to the type of material and the abilities of the training participants.
- 6) Training participants: training participants must of course be selected based on certain requirements and appropriate qualifications.

B. Work Motivation

Motivational variables according to Robbins & Judge (2008) as a process that explains the intensity, direction, and persistence of an individual to achieve his goals. Work motivation according to Stokes (1996:92) is as a driver for someone to do his job better, also a factor that makes the difference between success and failure in many ways and is a very important emotional force for a new job. According to Shani and Lau (2009) said that work motivation is a series of energy forces that come from both those that are worked on from within or from outside humans individually.

1) Work Motivation Indicators

The indicators for measuring work motivation according to Herzberg in Robbins & Judge (2008) are as follows:

- 1) Work performance: an employee's success or achievement in completing work and achieving work performance.
- 2) Recognition: the amount of recognition given to employees for their work performance, as well as providing letters of appreciation or prizes in the form of cash.

- 3) The job itself: the extent of the challenges that employees experience from their work, learning opportunities and opportunities.
- 4) Responsibility: the extent of responsibility given to an employee.
- 5) Progression: the extent to which an employee can progress in his or her job without too much supervision.
- 6) Individual potential development: the extent to which employees develop to a higher level and the opportunity to get a promotion.

C. Work Discipline

Rivai (2004), the work discipline variable is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase awareness and willingness of a person to obey all company regulations and applicable social norms.

Discipline according to Siagian (2006) is a management action to encourage members of the organization to meet the demands of various provisions. In other words, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees voluntarily try to work cooperatively with other employees and improve their work performance.

1) Work Discipline Indicators

According to Rivai and Basri (2005), work discipline has several indicator components such as:

- 1) Attendance: a fundamental indicator to measure discipline, and usually employees who have low work discipline are accustomed to being late for work. The indicators of attendance are:
 - a. Attendance rate;
 - b. Punctuality of work attendance
 - c. Punctuality in returning home from work
 - d. Appropriate use of rest time
- 2) Compliance with work regulations: employees who comply with work regulations will not neglect work procedures and will always follow the work guidelines set by the company. The indicators are:
 - a. Accuracy in completing tasks according to the time set by the company
 - b. Obedience in carrying out work in accordance with the work responsibilities that have been given
 - c. Punctuality in wearing uniforms according to schedule

3) Compliance with work standards: this can be seen through the extent of employee responsibility for the tasks given to him. The indicators are:

- a. Ability to complete work according to the sequence of tasks given
- b. Compliance of work results with the set targets
- c. Ability to complete work before the specified deadline
- d. Punctuality in completing work

4) High level of alertness: employees have a sense of alertness so they will always be careful, considerate and thorough in doing their work, and will always use company facilities effectively and efficiently. The indicators are:

- a. Accuracy in work
- b. Responsibility for work
- c. Accuracy in completing work

5) Ethical work: some employees may act rudely to customers or engage in inappropriate actions. This is a form of indiscipline, so ethical work is a form of employee work discipline. Indicators of ethical work are:

- a. Dress neatly
- b. Good manners in behavior
- c. Friendly
- d. Honest in work
- e. Be patient in facing difficult or heavy work.

D. Employee Performance

1) Understanding Employee Performance

The last variable is employee performance, according to Mathis and Jackson (2006) employee performance is the contribution given by employees to the company that can be identified from the results of employee work. Employee performance is a very important factor for a company. Performance as a manifestation of an employee's work behavior that is displayed as work achievement according to their role in a company within a certain period of time. This is because employee performance is a determinant of the success and survival of the company. In every organization, humans are one of the most important components in bringing the organization to life. This must be supported by good performance because without good performance, the organization will not achieve its goals. Employee performance is influenced by various factors, including: work

environment, work discipline, organizational culture, leadership, and work motivation. This study will discuss work discipline and motivation and their relationship to employee performance.

2) Employee Performance Indicators

Employee performance indicators according to *Mathis (2004)* are:

Quantity: is the amount of work that can be done by a person in one working day.

Quality: employee compliance with procedures, discipline, and dedication to the organization.

Reliability: the ability of employees to perform work that includes consistency of performance and reliability in service, accurate, correct and precise.

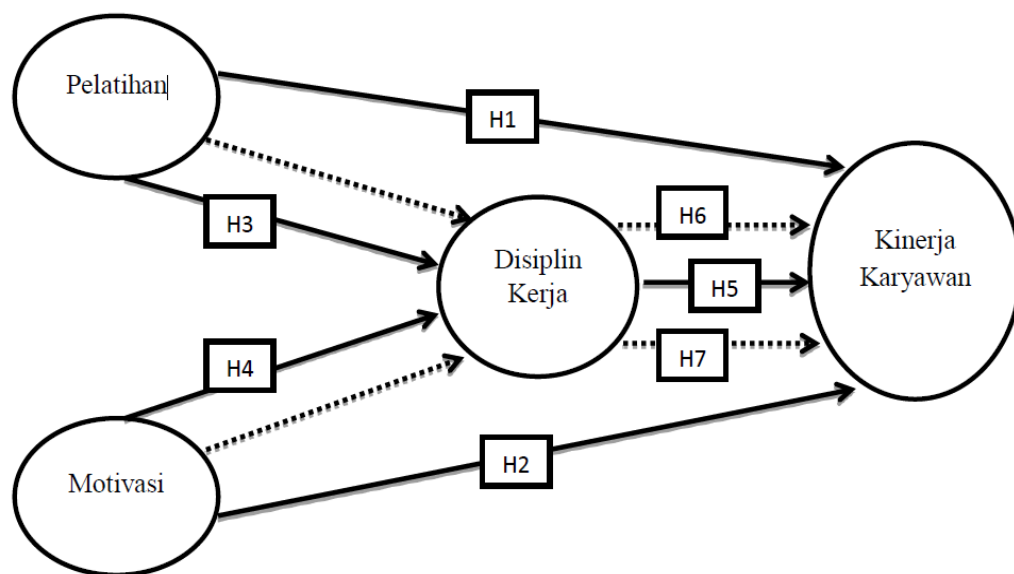


Figure 1. Conceptual framework

Attendance: employee confidence to come to work every day and according to the established working hours.

Ability to work together: the ability of a worker to work together with others in completing assigned tasks and work so as to achieve maximum efficiency and results.

Based on the explanations from various previous studies and the theories outlined above, the author constructs the conceptual framework for this research as follows:

(H1) = "Training has a positive influence on employee performance"

(H2) = "Motivation has a positive influence on employee performance".

(H3) = "Training has a positive influence on work discipline"

(H4) = "Motivation has a positive influence on work discipline"

(H5) = "Work discipline has a positive influence on employee performance"

(H6) = "Training has an influence on employee performance through work discipline"

(H7) = "Motivation has an influence on employee performance through work discipline"

III. RESEARCH METHODOLOGY

A. Types of Research

The research method is essentially a scientific approach to obtaining data for specific purposes and utility (Sugiyono, 2017: 2). This type of research employs a quantitative research method, characterized as such because the research data consists of numerical figures, and statistical analysis is used to test hypotheses. Based on its analytical approach, this research can be classified as causal quantitative research, which aims to reveal the magnitude of an influence or relationship between variables expressed in numerical terms. In this study, the variables are "Effect of Training and Motivation on Employee Performance with Work Discipline as Intervening Variables (Case study at the Institute National Statistics Timor Leste, Public Institute. Under Ministry of Finance)

B. Population and Sample

Population is the subject of research that serves as the target for obtaining and collecting data. According to *Arikunto (2012:104)* if the population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken.

Based on permanent employees at INETL, IP has less than 100 employees so in this study consists of all permanent employees at INETL, IP total 85 employees (Institute National Statistics Timor-Leste, Public Institute)

C. Type and source of data

In this research, quantitative data from Primary Data sources are used, obtained directly from the source or subjects/respondents to be studied

D. Techniques and Procedures for Data Collection

Data for this research is collected by distributing questionnaires to directors and all permanent employees at INETL, IP including Staff Municipality

E. Research Variables.

- a. Endogenous Variable (Y): Employee Performance.
- b. Exogenous Variables (X1): Training
- c. Exogenous Variables (X2): Motivation

d. Intervening Variable (X3): Work discipline.

F. Data Analysis Technique - Inferential Analysis PLS

The analysis technique is used to analyze sample data, and the results are applied to the population. In line with the formulated hypothesis, inferential analysis in this study is measured using Smart PLS, where the type of test to be used in the study is explained in more detail in the following section. This research describes the intervening relationship on the SPI variable. To see whether the research variable mediates completely or partially, compare the direct effect with the indirect effect. When the direct effect is greater than the indirect effect, the research variable mediates perfectly, and vice versa. To see the direct effect, refer to the original sample table, while the indirect effect is obtained through the multiplication of the magnitude of the exogenous variable's influence on the intervening variable, with the magnitude of the intervening variable's influence on the endogenous variable (Y).

IV. FINDINGS

A. Factor Loading

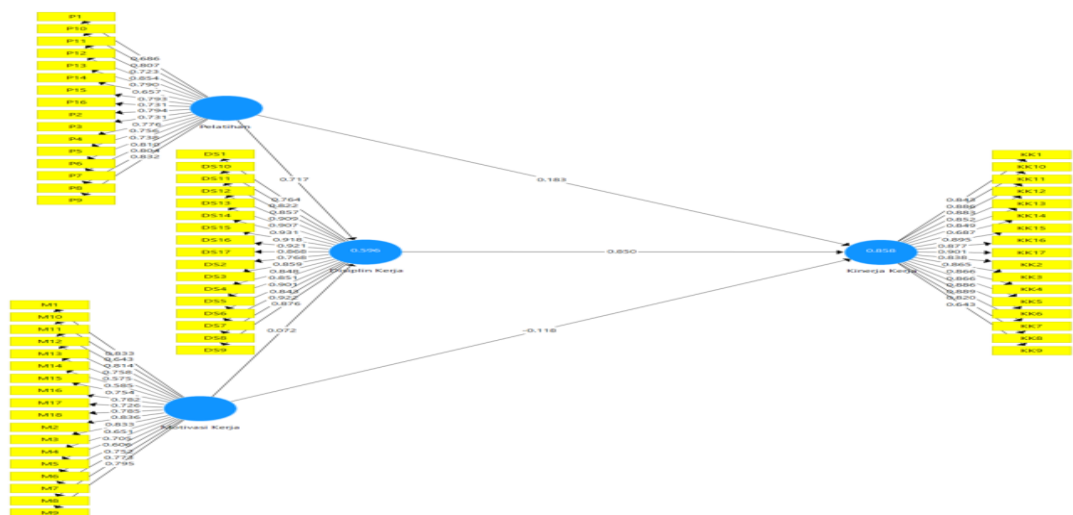


Figure 2. Factor Loading

Based on the results of data analysis with Smart PLS in the table above, it is known that the majority of indicators in each variable in this study have a *loading factor value* greater than 0.60 and are said to be valid. However, two question items on the motivation variable (X2), namely item number 13 (the work itself) and item number 14 (responsibility) have a loading factor value smaller than 0.60. Therefore, the indicators of these variables need to be eliminated or removed from the model. The *loading factor value* after several indicators are eliminated can be shown in the outer loading column two (2) in the table above.

From the analysis results shown in the table above (*Outer loading 2*) shows that the variables Training (X1), Work Motivation (X2), Work Discipline (Z) and Work Performance (Y) have a *loading factor value*

> 0.60, so it can be concluded that all indicators have met the convergent validity criteria, because no indicators for all variables have been eliminated from the model.

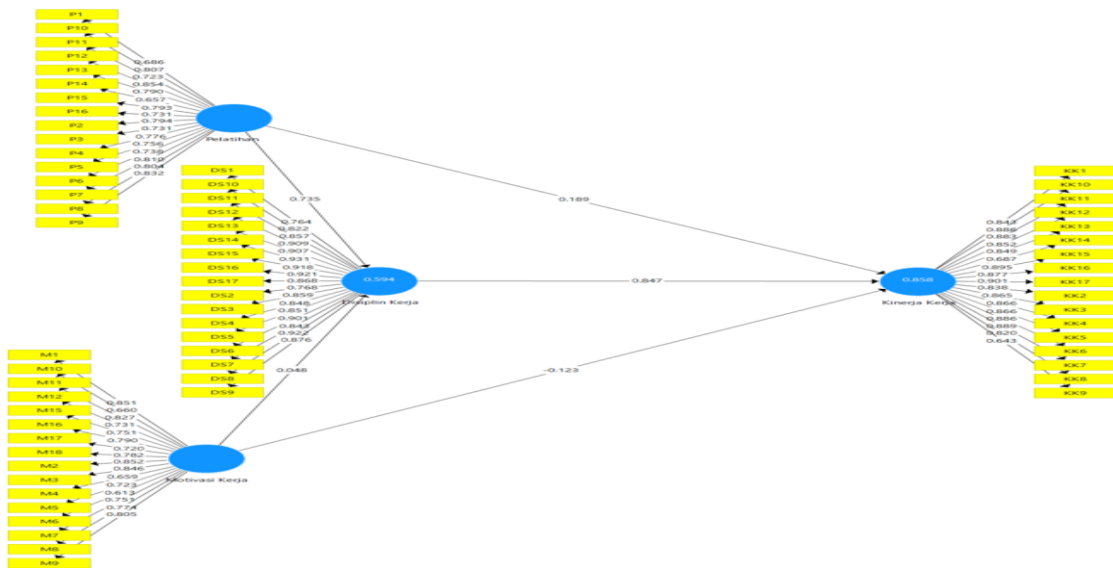


Figure 3. Factor Loading

Table 1. Factor Loading

Variables	Indicators/Items	Outer loading 1	Outer Loading 2
Training (X1)	Goal (X1. 1)	0.686	0.686
	Goal (X1. 2)	0.794	0.794
	Goal (X1. 3)	0.731	0.731
	Target (X1. 4)	0.776	0.776
	Target (X1.5)	0.756	0.756
	Target (X1.6)	0.738	0.738
	Coach/Instructor (X1. 7)	0.810	0.810
	Trainer/Instructor (X1. 8)	0.804	0.804
	Material (X1.9)	0.832	0.832
	Material (X1.10)	0.807	0.807

	Method (X1. ₁₁)	0.723	0.723
	Method (X1. ₁₂)	0.854	0.854
	Method (X1. ₁₃)	0.790	0.790
	Training Participants (X1. ₁₄)	0.657	0.657
	Training participants (X1. ₁₅)	0.793	0.793
	Training Participants (X1. ₁₆)	0.731	0.731
Work motivation (X2)	Work Performance (_{x2.1})	0.833	0.851
	Work Performance (X2. ₂)	0.836	0.852
	Work Performance (_{x2.3})	0.833	0.846
	Work Performance (_{x2.4})	0.651	0.659
	Work Performance (_{x2.5})	0.705	0.723
	Job Performance (_{x2.6})	0.606	0.613
	Confession (X2. ₇)	0.752	0.751
	Confession (X2. ₈)	0.773	0.774
	Confession (X2. ₉)	0.795	0.805
	Confession (X2. ₁₀)	0.643	0.660
	Confession (X2. ₁₁)	0.814	0.827
	The work itself (X2. ₁₂)	0.758	0.731
	The work itself (X2. ₁₃)	0.575	
	Responsibility (X2. ₁₄)	0.585	
	Progress (X2. ₁₅)	0.754	0.751
	Progress (X2. ₁₆)	0.782	0.790
	Individual potential development (_{x2.17})	0.726	0.720

	Individual potential development ($x_{2,18}$)	0.785	0.782
Work Discipline (Z)	Presence (Z ₁)	0.764	0.764
	Presence (Z ₂)	0.876	0.876
	Presence (Z ₃)	0.859	0.859
	Presence (Z ₄)	0.848	0.848
	Compliance with work regulations (Z ₅)	0.851	0.851
	Compliance with work regulations (Z ₆)	0.901	0.901
	Compliance with work regulations (Z ₇)	0.843	0.843
	Adherence to work standards (Z ₈)	0.922	0.922
	Adherence to work standards (Z ₉)	0.876	0.876
	Adherence to work standards (Z ₁₀)	0.822	0.822
	High alert level (Z ₁₁)	0.857	0.857
	High alert level (Z ₁₂)	0.909	0.909
	Working ethically (Z ₁₃)	0.907	0.907
	Working ethically (Z ₁₄)	0.931	0.930
	Working ethically (Z ₁₅)	0.918	0.918
	Working ethically (Z ₁₆)	0.920	0.920
	Working ethically (Z ₁₇)	0.868	0.868
	Quantity (Y ₁)	0.843	0.843
	Quantity (Y ₂)	0.838	0.838
	Quantity (Y ₃)	0.865	0.865
	Quantity (Y ₄)	0.866	0.866
	Quantity (Y ₅)	0.866	0.866

Work Performance (Y)	Quantity (Y ₆)	0.886	0.886
	Quality (Y ₇)	0.889	0.889
	Quality (Y ₈)	0.820	0.820
	Quality (Y ₉)	0.643	0.643
	Reliability (Y ₁₀)	0.886	0.886
	Reliability (Y ₁₁)	0.883	0.883
	Reliability (Y ₁₂)	0.852	0.852
	Presence (Y ₁₃)	0.849	0.849
	Presence (Y ₁₄)	0.687	0.687
	Ability to work together (Y ₁₅)	0.895	0.895
	Ability to work together (Y ₁₆)	0.877	0.877
	Ability to work together (Y ₁₇)	0.901	0.901

B. Convergent validity

Convergent validity can be seen by comparing the Average variance extracted (AVE) value with the correlation between other constructs in the model. If the AVE root value > 0.50, it means that convergent validity is achieved

Table 2. Convergent validity

Variables	AVE	Correlation			
		Training	Motivation	Work Discipline	Work Performance
Training	0.592	0.769			
Work motivation	0.580	0.739	0.761		
Work Discipline	0.757	0.770	0.591	0.870	
Work Performance	0.717	0.751	0.518	0.920	0.847

Based on the table above, the AVE value for the training latent variables of 0.592, work motivation variable of 0.580, work discipline variable of 0.757 and employee work performance variable of 0.717. From the results of the analysis, it can be concluded that the measurement model has been valid in *discriminant validity*.

C. Reliability

1) Construct Reliability

According to Ghozali, composite reliability is a part used to test the reliability value of indicators on a variable, a variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 . Reliability testing with composite reliability can be strengthened by using the Cronbach's alpha value. A variable can be declared reliable or meets Cronbach's alpha if it has a Cronbach's alpha value > 0.7 (Ekawati, 2020). Composite reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct.

Table 3. Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability	Information
Training (X_1)	0.954	0.959	Reliable
Work Motivation (X_2)	0.953	0.956	Reliable
Work Discipline (Z)	0.980	0.981	Reliable
Work Performance (Y)	0.975	0.977	Reliable

Based on the table above, it can be seen that the calculation results on composite reliability and Cronbach Alpha for all constructs have values greater than 0.70. This shows that respondents in the study were consistent in answering the questions given. So that all constructs in this study have a good level of reliability.

D. R square Value

The Adjusted R-square value is a value that is always smaller than *r-square*. The R^2 value is close to 1, with the value limit criteria divided into 3 classifications, namely (Hudin, et al., 2018): If the R^2 value = 0.67 the model is substantial (strong), If the R^2 value = 0.33 the model is moderate and If the R^2 value = 0.19 the model is weak (bad).

Table 4. R-Square Value

Structural Model	Variables	R - Square
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1	Work Discipline	0.594
2	Work Performance	0.858

Based on the table above, it is explained that the R-Square value of the independent variable Training and Motivation on the dependent variable Work Discipline is 0.594. This value is categorized as moderate, so it can be concluded that the training and motivation variables have a moderate influence and level on the Work Discipline variable. In addition, the results of this study mean that the work discipline variable can be explained by the training and motivation variables by 59.4%, while the remaining 40.6% is explained by errors and other variables not discussed in this research model.

In addition, the results of the study also show that work performance variables can be influenced by training, motivation and work discipline variables by 85.8% and the remaining 14.2% of employee work performance at the Timor Leste Institute of Statistics is influenced by other variables that are not included in this research model.

E. Hypothesis

Hypothesis testing aims to prove the truth of the research statement or research hypothesis. This hypothesis testing is done using the **bootstrap resampling technique**. Testing is done by comparing the T-table value with the T-Statistics value generated from the bootstrap process. The hypothesis is accepted (supported) if the T-Statistics value is greater than the T-table value (1.96). The T-table or normal distribution table is used to determine the assumption. The level of significance used in this study is 5% or 0.05, which means that the test results always have a 5% probability of being wrong, a 95% probability of being right. The following are the results of each hypothesis path coefficient (Path Coefficients) and its T-Statistics value obtained from the SmartPLS bootstrapping output:

Table 5. Hypothesis Test Results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Training -> Work Performance	0.189	0.193	0.112	1,688	0.092	Rejected
Motivation -> Work Performance	-0.123	-0.104	0.094	1.298	0.195	Rejected
Training -> Work Discipline	0.735	0.711	0.133	5,508	0.000	Accepted

Motivation -> Work Discipline	0.048	0.077	0.111	0.429	0.668	Rejected
Work Discipline -> Work Performance	0.847	0.824	0.077	11,067	0.000	Accepted
Indirect Effect / Indirect relationship						
Training -> Work Discipline -> Work Performance	0.623	0.588	0.131	4,750	0.000	Accepted
Motivation -> Work Discipline -> Work Performance	0.040	0.062	0.088	0.457	0.648	Rejected

Based on the table above, information can be obtained regarding the results of direct and indirect effect tests as follows:

Training (X1) is proven to have a positive and significant effect on Employee Work Performance (Y). This result is indicated by the t-statistic value of $1.688 < 1.96$ and the p-value > 0.05 . Thus, the first hypothesis (H1) which assumes that training has a positive and significant effect on Employee Work Performance at INETL.IP **cannot be accepted or rejected**.

Work motivation (X2) is proven to have a positive and significant effect on Employee Work Performance (Y). This result is indicated by the t-statistic value of $1.298 < 1.96$ and the p-value > 0.05 . Thus, the second hypothesis (H2) which assumes that work motivation has a positive and significant effect on Employee Work Performance at INETL.IP **cannot be accepted or rejected**.

Training is proven to have a positive and significant effect on Work Discipline (Z). This result is indicated by the t-statistic value of $5.508 > 1.96$ and the p-value < 0.05 . Thus, the third hypothesis (H3) which assumes that Training has a positive and significant effect on Employee Work Discipline at INETL.IP **can be accepted**.

Work motivation (X2) is proven to have a positive and significant effect on Employee Work Discipline (Z). This result is indicated by the t-statistic value of $0.668 < 1.96$ and the p-value > 0.05 . Thus, the fourth hypothesis (H4) which assumes that work motivation has a positive and significant effect on Employee Work Discipline at INETL.IP **cannot be accepted or rejected**.

Work Discipline is proven to have a positive and significant effect on Employee Work Performance. This result is indicated by the t-statistic value of $11.067 > 1.96$ and the p-value < 0.05 . Thus, the fifth hypothesis (H5) which assumes that Work Discipline has a positive and significant effect on Employee Work Performance at INETL.IP **can be accepted**.

Work Discipline is proven to be a positive and significant mediating variable between Training (X1) and Employee Work Performance (Y). This can be shown by the t-statistic value of $4.750 > 1.96$ and the p-value < 0.05 . Thus, the sixth hypothesis that assumes that Work Discipline is able to mediate the influence of Training on Employee Work Performance at INETL.IP **can be accepted.**

Work Discipline is proven to be a positive and insignificant mediating variable between Work Motivation and Employee Work Performance. This can be shown by the t-statistic value of $0.457 < 1.96$ and the p-value > 0.05 . Thus, the seventh hypothesis (H7), namely Work Motivation has a positive and significant effect on Employee Work Performance through Work Discipline at INETL.IP, **cannot be accepted or rejected.**

V. DISCUSSION

A. Training for Employee Work Performance

Based on the results of the first hypothesis test, it is known that the training variable does not have a significant relationship with employee work performance at the National Institute of Statistics of Timor Leste. So the results of this study indicate that based on the length of time employees have worked at INETL, IP, the average is above 5 years, so there is no need to hold continuous training, but training can be held if there is a change in planning regarding new research.

The results of this study are not in line with the theory put forward by Busro (2018) which states that training is any effort to improve worker performance in a particular job that is currently his responsibility, or a job that is related to his job. Training is more related to improving the skills of employees who already occupy a particular job or task so that it emphasizes more on skills .

Empirically, the results of this study are in line with research conducted by Atawirudi et.al., (2020) which states that training does not have a direct effect on employee work performance.

B. Work Motivation on Employee Work Performance

The results of the study indicate that the work motivation variable does not significantly affect employee work performance. This result indicates that the work motivation variable is not a dominant factor in improving employee work performance at the National Institute of Statistics of Timor Leste, because existing employees are more knowledgeable and aware of the rights and obligations of general and special employees applied in Timor Leste (Employee Law no. 40 and 41). In other words, motivation is only a supporting factor in improving employee performance at INETL, IP.

The results of this study do not correspond to the theory put forward by Hasibuan (2016:95), who states that "motivation is the provision of stimulus that produces enthusiasm in working for each employee, so that they consciously want to work together, want to work effectively and do work in an integrated

manner with all the knowledge and abilities they have to produce and achieve performance according to expectations".

Empirically, the results of this study are in line with research conducted by Habeahan (2022) that work motivation does not affect employee work performance. The results of research from Hidayat (2021) Motivation does not affect Employee Performance at PT. Surya Yoda Indonesia, and also the results of research from Cahya et.all (2021) which states that work motivation does not have a significant effect on employee work performance.

C. Training on Work Discipline

The test results show that the training variable has a significant influence on employee work discipline. This means that, every training given to employees will increase employee work discipline. Conversely, if every decrease in work training for employees will decrease employee work discipline at the National Institute of Statistics of Timor Leste.

This is in accordance with the theory put forward by Wibowo (2014) that training is an important organizational price investment in human resources. Training involves all human resources to gain knowledge and learning skills so that they will immediately be able to use them in their work. Basically, training is needed because there is a gap between the skills of current workers and the skills needed to occupy new positions.

In training an environment is created in which employees can acquire or learn specific attitudes, abilities, skills, knowledge and behaviors related to their jobs. Training usually focuses on providing employees with specific skills that can be directly used in the execution of their jobs and helping them correct weaknesses in their performance.

Empirically, the results of this study support research conducted by Sulaefi (2017) which states that training has a significant effect on work discipline.

D. Work Motivation towards Work Discipline

Based on the results of the analysis that have been described above, it shows that the work motivation variable does not have a significant effect on the employee work discipline variable. The results of this study indicate that the motivation variable is not a determining variable in improving employee work discipline at the National Institute of Statistics of Timor Leste, but existing employees know and understand more about employee rights and obligations in general and specifically applied in Timor Leste (Employee Law no. 40 and 41). Thus, motivation is only a supporting factor in other factors in improving work discipline at INETL, IP.

Empirically, the results of this study do not support the research conducted by Alif (2019) which states that work motivation has a positive effect on work discipline. However, these results differ from the

research of Rizal & Radiman (2019), Fariska, et al., (2022) and Hasanah (2018) which obtained the results that motivation had no significant effect on work discipline.

E. Work Discipline on Employee Work Performance

The results of the work discipline test show that the work discipline variable is proven to have a significant effect on employee work performance. This means that if employees have high work discipline, it will increase the performance of INETL.IP employees and vice versa if employees do not have work discipline, there will be a decrease in employee work performance at INETL.IP

In the theory explained that work discipline is a tool used by leaders/managers to communicate with employees so that they are willing to change their behavior to follow the established rules. Discipline must be enforced in an organization. This means that without the support of good employee work discipline, it is difficult for the organization to achieve its goals. So, discipline is the key to the success of an organization in achieving its goals. Not all employees at the National Institute of Statistics of Timor Leste have good work discipline. There are employees who are less disciplined in coming and going home not on time, but their performance results are good. So in work discipline, employees who violate discipline need to be given sanctions in accordance with applicable regulations. The purpose of giving sanctions is to improve violating employees, maintain applicable regulations, and provide lessons to violators. By giving a warning, employees who violate work discipline need to be given the first, second, and third warning letters. The purpose of giving a warning is so that the employee concerned is aware of the violations he has committed.

In addition, the warning letter can be used as a consideration in assessing employee conditions. So it can be concluded that the higher a person's work discipline, the higher the person's performance will be and vice versa. The lower a person's work discipline, the lower the person's performance will be.

Empirically, the results of this study are in line with research conducted by Wulandari and Husna (2020), Habeahan (2023) and Hidayat (2021) that work discipline has a significant effect on employee work performance.

F. Training on Work Performance through Work Discipline

Work discipline in this study can be a mediating variable between training and employee work performance. Work discipline can strengthen the influence of training in improving employee performance. This means that when INETL.IP applies discipline to employees, it will strengthen training on employee performance. In other words, employees who have a high level of work discipline, the training process carried out will lead to high performance improvements. For example, INETL.IP's superiors inform that employees are required to attend meetings/briefings in the morning or afternoon on certain matters, it will strengthen the training process that leads to improved employee

performance. When INETL.IP's superiors design or plan training for employees, the superiors already know the needs of the employees.

Empirically, the results of this study support the research conducted by Wahyudi (2021) that work discipline can mediate between training and employee performance in full, which means that work discipline can strengthen the influence of training in improving employee performance.

G. Work Motivation towards Work Performance through Work Discipline

Based on the results of data analysis, it is known that the work discipline variable is not able to mediate the influence of the work motivation variable on work performance or the work motivation variable indirectly does not affect work performance through work discipline. This is because INETL.IP has installed Finger Touch on the front door so that every morning at 08:00 before entering the office it is necessary to press and so on the same day and evening before going home from the office and also the existing Computer has been installed to the general SERVE where every job from time to time is at the intersection. In other words, INETL.IP superiors do not need to bother in Motivation in improving work discipline on employee work performance

Empirically, the results of this study do not support the research conducted by Waskito and Wulandari (2022), Desyantoro and Widhiastuti (2021), and Achmad et.al (2018) which stated that work discipline variables can mediate the relationship between work motivation and employee work performance.

VI. CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the results of the analysis and discussion on the influence of training and motivation on employee work performance with work discipline as an intervening variable at the National Statistics Institution of Timor Leste, Public Institution (INETL, IP), the following conclusions can be drawn:

Training (X1) is proven to have a positive and significant effect on Employee Work Performance (Y). This result is indicated by the t-statistic value of $1.688 < 1.96$ and the p-value > 0.05 . Thus, the first hypothesis (H1) which assumes that training has a positive and significant effect on Employee Work Performance at INETL.IP cannot be accepted or rejected. So the results of this study indicate that based on the length of time employees have worked at INETL, IP on average above 5 years, there is no need to hold continuous training but can hold training if there is planning for new research.

Work motivation (X2) is proven to have a positive and significant effect on Employee Work Performance (Y). This result is indicated by the t-statistic value of $1.298 < 1.96$ and the p-value > 0.05 . Thus, the second hypothesis (H2) which assumes that work motivation has a positive and significant effect on Employee Work Performance at INETL.IP cannot be accepted or rejected. Therefore, existing employees are more knowledgeable and aware of the rights and obligations of general and special

employees applied in Timor Leste (Employee Law no. 40 and 41). In other words, motivation is only a supporting factor in improving employee performance at INETL, IP.

Training is proven to have a positive and significant effect on Work Discipline (Z). This result is indicated by the t-statistic value of $5.508 > 1.96$ and the p-value < 0.05 . Thus, the third hypothesis (H3) which assumes that Training has a positive and significant effect on Employee Work Discipline at INETL.IP can be accepted. Thus, training that involves research on something new needs to be improved because the quality and timeliness depend on work discipline.

Work motivation (X2) is proven to have a positive and significant effect on Employee Work Discipline (Z). This result is indicated by the t-statistic value of $0.668 < 1.96$ and the p-value > 0.05 . Thus, the fourth hypothesis (H4) which assumes that work motivation has a positive and significant effect on Employee Work Discipline at INETL.IP cannot be accepted or rejected. In other words, employees at INETL.IP are more aware and understand the rights and obligations of employees in general and specifically applied in Timor Leste (Employee Law no. 40 and 41). Thus, Motivation is only a supporting factor in other factors in improving work discipline at INETL, IP.

Work Discipline is proven to have a positive and significant effect on Employee Work Performance. This result is shown by the t-statistic value of $11.067 > 1.96$ and the p-value < 0.05 . Thus, the fifth hypothesis (H5) which assumes that Work Discipline has a positive and significant effect on Employee Work Performance at INETL.IP can be accepted. This means that if employees have high work discipline, it will increase the performance of INETL.IP employees and vice versa if employees do not have work discipline, there will be a decrease in employee work performance at INETL.IP

Work Discipline is proven to be a positive and significant mediating variable between Training (X1) and Employee Work Performance (Y). This can be shown by the t-statistic value of $4.750 > 1.96$ and the p-value < 0.05 . Thus, the sixth hypothesis that assumes that Work Discipline is able to mediate the influence of Training on Employee Work Performance at INETL.IP can be accepted.

Work Discipline is proven to be a positive and insignificant mediating variable between Work Motivation and Employee Work Performance. This can be shown by the t-statistic value of $0.457 < 1.96$ and the p-value > 0.05 . Thus, the seventh hypothesis (H7) namely Work Motivation has a positive and significant effect on Employee Work Performance through Work Discipline at INETL.IP cannot be accepted or rejected. This is because INETL.IP has installed Finger Touch on the front door so that every morning at 08:00 before entering the office it is necessary to press and so on in the morning and evening before going home from the office and also the existing Computer has been installed to the general SERVE where every job from time to time is at the intersection. In other words, INETL.IP superiors do not need to bother in Motivation in improving work discipline on employee work performance

B. Suggestion

Researchers, with several considerations, suggest that researchers who will conduct research on the same topic:

Conducting research in various sectors. So, the research results can later represent and can also be generalized to all employees in each existing sector.

The researcher suggests that further researchers can examine the relationship between work discipline and other variables, because currently research related to work discipline is still limited and rare.

The researcher suggests that INETL.IP needs to conduct periodic evaluations of employee perceptions related to work discipline to determine whether these conditions are in accordance with the organization's perceptions related to employee work discipline itself or whether there are still things that need to be improved and added to improve employee work discipline which will ultimately affect employee performance.

Researchers suggest that in order to improve employee performance, organizations should make improvements in terms of training, employee motivation and work discipline, namely by replacing some of the lowest indicators of training, motivation and work discipline.

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