

EFFECT OF WORK TRAINING, WORK MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. X

Syahrian¹, Dimas Prakoso²

Management Study Program, Trisakti School of Management
E-mail: syahrian2014@gmail.com¹; dimasajoo11@gmail.com²

Abstract : This study aims to determine the effect of job training, work motivation, work discipline on employee performance. This research was conducted at PT. X, by taking 80 employees as research samples using a probability sampling technique, namely proportionate stratified random sampling. Collecting data using observation and questionnaire methods. Data analysis technique collected using multiple regression analysis. Based on the studies conducted, the research results show that job training, work motivation, and work discipline have an influence on employee performance.

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

Submitted: 2023-06-23; Revised: 2023-06-26; Accepted: 2023-06-27

1. Introduction

Business competition in the current era of globalization is getting tighter, one of which has an impact on the construction sector. This causes companies to be required to be able to develop their performance through their human resources, where human resources in companies are currently required to be adaptive in following the times so that the company's survival continues. Performance in the construction sector during the Covid-19 pandemic experienced a contraction, resulting in adjustments to employee performance at the company.

Based on BPS Statistics Indonesia (2021), the development of GDP in the construction sector at constant prices in the third quarter of 2021 amounted to IDR 278.24 trillion. Judging from its growth rate, the construction sector experienced a growth of 3.84% when compared to the same period in the previous year with a value of -4.52% of IDR 267.96 trillion. Since the second quarter of 2020 the construction sector has experienced a contraction of -5.39% and the biggest contraction occurred in quarter IV/2020 which had a value of -5.67%. This indicates that the slow growth in the construction sector in Indonesia.

PT. X is one of the leading companies in Indonesia engaged in construction, where this company is a subsidiary of PT Pembangunan Perumahan Presisi Tbk. The problem that occurred in PT. X was the instability of performance during the Covid-19 pandemic.

Based on PT. X's financial statements, the net profit obtained from 2017 to 2021 illustrate a decline in performance. In 2017 the net profit received by the company was IDR 164.3 billion, which exceeded the target by 10.64% or IDR 15.8 billion. In 2018 the profit received by the company was IDR 216.1 billion, this profit exceeded the target which should have been 21.27% or IDR 37.9 billion. In 2019 the profit received by the company was IDR 220.4 billion, this figure exceeded its target of 3.09% or IDR 6.6 billion. In 2020 the profit targeted by the company was not realized, and the profit received amounted to IDR 117 billion or -28.57% of the company's target, this was due to the occurrence of Covid-19 which

hampered the company's activities. In 2021 the profit received by the company grew from 2020 by 21.9% or IDR 142.6 billion, but this growth has not met the company's target for 2021, which is IDR 145 billion or -1.66%.

PT. X in evaluating the performance of its employees is based on several assessment dimensions, namely responsibility, quality of work, quantity of work, compliance and discipline, presence, communication, initiative, cooperation, commitment and integrity. Based on the results of interviews with local employees, there were several problems related to the work quality of new employees and several existing employees who served as mechanics at PT. X. The problem found was that there were still employees who did not understand how to carry out maintenance and operate heavy equipment owned by the company. where employees who serve as mechanics in the company are required to know basic knowledge in maintaining regularly or operating heavy equipment owned by the company.

Susanto and Pramono (2021) state that good performance is achieved when the assigned tasks are carried out according to the set guidelines and results. The performance of an individual employee reflects the performance of his company. Therefore, the maximum performance of employees can be achieved by the company if it pays attention to various factors such as job training, work motivation, and work discipline.

The quality of human resources owned by the company can support the performance expected by the company, therefore companies need training for their employees. This is intended so that new employees or existing employees have an increase in knowledge, abilities, skills and other things that can support employee performance. According to Wibowo and Cahyanti (2022) training is a tool that functions as the development of core values possessed by employees and can have a positive impact on employees so that they have broad insights to be applied within the company.

Based on the results of the interviews that have been described, it shows that there is a gap between the skills needed and the actual skills possessed by mechanic employees. This shows the non-fulfillment of the duties that should be carried out by employees who serve as mechanics. The existing skills gap shows that some old employees still do not apply the training standards that have been carried out before, while new mechanical employees still do not meet the established work standards so that training is needed. The skill gap that employees have can cause problems with performance that can hinder work. This makes the projects carried out by the company not in accordance with the estimated workmanship set by the company, besides that the skill gaps found can cause losses for the company which can damage or not maintain the heavy equipment units and dump trucks owned by PT. X.

The level of absenteeism is one that can describe whether or not the motivation of employees in the company is good. The higher the level of absenteeism in the company, the lower the motivation of employees and vice versa. The lack of motivation possessed by employees can interfere with performance in the company. Based on PT. X's attendance data in 2021, the average attendance rate is high, namely 3.71%.

According to Mudiarta et al (2011: 93) in Dwipayana and Sariyathi (2018), that the absentee level is said to be good if it is at 2% to 3%. If the absentee level is above 3%, the average absentee level for PT. X is high, so the company must pay attention to its employees. Discipline at work can increase the motivation of individual employees and improve the performance of the company.

With the development of good work discipline, the company can maintain the quality of work in accordance with existing work guidelines and regulations in order to achieve the

company's vision and mission. This can affect the consistency of the products or services provided, so that the company's performance can increase. According to Tsauri and Tjahyanti (2022) violations committed by employees against company regulations and work guidelines indicate that the individual has poor work discipline. According to Martha and Putra (2020), discipline is true obedience, which is driven by the awareness that one must carry out one's duties and responsibilities and behave appropriately in the work environment.

2. Research Method

The approach used in this research is a quantitative approach. The quantitative approach is a method that is based on positivism and is used in researching certain populations or samples, in collecting data using research instruments and using statistical data analysis aimed at testing established hypotheses (Sugiyono 2022, 8).

This form of research is causality. According to Sugiyono (2022, 11) causality research is used to examine the relationship between independent and dependent variables on objects that can show a cause and effect relationship. This study aims to see whether there is an influence between Job Training, Work Motivation, Work Discipline on Employee Performance at PT. X.

The object used in this study is PT. X. This company is engaged in construction services, earthwork, and heavy equipment rental. Over time this company continues to grow. The population is a generalization area consisting of objects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions can be drawn (Sugiyono 2022, 80). The population used in this study is all employees in PT. X as many as 404 employees.

The sample is part of the characteristics and number of the population (Sugiyono 2022, 81). The sampling procedure in this study uses probability sampling, which is a sampling technique that provides equal opportunities for each member of the population to be selected as a sample (Sugiyono 2022, 82). The technique used is proportionate stratified random sampling. According to Sugiyono (2022.82) this technique is used when the population has members or elements that are not homogeneous and proportionally stratified. This study uses the slovin formula in its sample calculations with an error rate of 10%. The following is the slovin formula put forward by Kuncoro and Ridwan (2017).

$$n = \frac{N}{1 + N(e)^2}$$

Note :

n = Sample Size

N = Population Size

e = 10% error tolerance limit

Based on the formula above, it can be calculated the sample size to be used:

$$n = \frac{404}{1 + 404 (10\%)^2}$$
$$n = 80,15$$

Based on the above calculations, the sample in this study was 80 respondents. Based on the number of samples that have been calculated, it can be calculated the number of samples

at each level of position in the PT. X company by using the proportionate stratified random sampling formula as follows:

$$S = \frac{N_i}{N} n$$

Note:

- S = Sample Size
- N_i = Population Size
- N = Size (total) Population
- n = Size (total) Sample

Then the composition of the sample used in the study after being calculated using the following formula.

Table 1 Sample Composition

Job Level	Amount
Manager	4
Mechanic	37
Non-Staff	3
Staff	27
Supervisor	9
TOTAL	80

Table 1 shows the results of the number of sample compositions used after being calculated using the proportionate stratified random sampling formula. Based on the results of the total sample composition, it was found that the composition at each position level consisted of 4 managers, 37 mechanics, 3 non-staff, 27 staff, and 9 supervisors. Non-staff employees are included in the research sample because at PT. X non-staff employees function as support or assist workers in the field, while staff-level employees function as workers who work in offices whose duties are technical, tactical, and administrative.

Variable Operational Definitions

Work Training (X₁) is a series of learning activities for new employees and existing employees to find out the basic knowledge, technical knowledge, and skills needed to be able to work according to work standards set by the company.

Work Motivation (X₂) is a driving factor that comes from internal and external which can encourage employees to create morale in order to achieve employee personal goals so that they can affect company performance.

Work Discipline (X₃) is employee awareness of behaving in the workplace in accordance with existing social standards and the willingness of employees to be able to comply with the rules set by the company.

Employee Performance (Y) is an employee's efforts in carrying out duties and responsibilities in order to achieve the quality and quantity expected by the company.

Table 2 Variables and Indicators

Variables	Indicators
Work Training (X ₁)	a. Type of training b. Training goals and objectives c. Training and development materials d. Method use

	e. Participant qualifications f. Trainer qualifications g. Time (many training sessions)
Work Motivation (X_2)	a. Physiological b. Sense of security c. A sense of belonging d. Pride e. Self-actualizing
Work Discipline (X_3)	a. Goals and abilities b. Leadership example c. remuneration d. Justice e. supervision attached f. Punishment g. Firmness h. Human Relations
Employee Performance (Y)	a. top quality work b. Quantity over work c. Implementation of assignments d. Responsibility

Source: Nababan et al. (2022)

3. Results and Discussion

3.1. Results

The following are the characteristics of the respondents obtained from the sample in this study, namely as many as 80 respondents. The characteristics of the respondents obtained included the demographic data of the respondents, such as gender, age, years of service, last education, and position level.

Table 2 Characteristics of Respondents

Characteristics	Frequency	Percent
Gender		
Male	63	78.8
Female	17	21.3
Total	80	100
Age		
20-30	34	42.5
31-42	30	37.5
>42	16	20
Total	80	100
Working Time		
<1 year	3	3.8
1-4 years	34	42.5
5-8 years	28	35
>8 years	15	18.8
Total	80	100
Last Education		

S1	38	47.5
D3	21	26.3
SMA	13	16.3
Other	8	10
Total	80	100
Department Level		
Manager	4	5
Mechanic	37	46.3
Supervisors	9	11.3
Staff	27	33.8
Non-Staff	3	3.8
Total	80	100

Source: Statistical data processing

Based on table 3 it can be seen that of the 80 respondents, the number of male respondents was 63 people and 17 female respondents with respective percentages of 78.8% and 21.3%.

The age characteristics of the respondents are known that the number of respondents aged 20-30 years amounted to 34 people with a percentage of 42.5%, 31-42 years totaled 30 people with a percentage of 37.5%, ages over 42 years amounted to 16 people with a percentage of 20 %.

Characteristics of the length of service is known that the number of respondents who worked for less than 1 year amounted to 3 people with a percentage of 3.8%, the number of respondents who worked for 1-4 years amounted to 34 people with a percentage of 42.5%, the number of respondents who worked for 5- 8 years amounted to 28 people with a percentage of 35%, and the number of respondents who worked over 8 years amounted to 15 people with 18.8%.

The latest educational characteristics show that the number of respondents with an undergraduate education level (S1) is 38 people with a percentage of 47.5%, Diploma 3 (D3) is 21 people with a percentage of 26.3%, High School (SMA) is 13 people with a percentage 16.3% and others as many as 8 people with a percentage of 10%.

The characteristics of the position level show that the number of respondents working at the manager level is 4 people with a percentage of 5%, mechanics are 37 people with a percentage of 46.3%, supervisors are 9 people with a percentage of 11.3%, staff are 27 people with a percentage of 33, 8% and 3 people working at the non-staff level with a percentage of 3.8%.

Table 3 Validity Test

Variable	Statement Items	r count	r table	Note
Work Training (X1)	PK.1	0.584	0.2199	VALID
	PK.2	0.620	0.2199	VALID
	PK.3	0.546	0.2199	VALID
	PK.4	0.473	0.2199	VALID
	PK.5	0.543	0.2199	VALID
	PK.6	0.527	0.2199	VALID
	PK.7	0.516	0.2199	VALID
	PK.8	0.617	0.2199	VALID

	PK.9	0.506	0.2199	VALID
	PK.10	0.445	0.2199	VALID
	PK.11	0.524	0.2199	VALID
	PK.12	0.482	0.2199	VALID
	PK.13	0.609	0.2199	VALID
Work Motivation (X2)	MK.1	0.563	0.2199	VALID
	MK.2	0.446	0.2199	VALID
	MK.3	0.629	0.2199	VALID
	MK.4	0.474	0.2199	VALID
	MK.5	0.453	0.2199	VALID
	MK.6	0.490	0.2199	VALID
	MK.7	0.578	0.2199	VALID
	MK.8	0.701	0.2199	VALID
Work Discipline (X3)	DK.1	0.331	0.2199	VALID
	DK.2	0.457	0.2199	VALID
	DK.3	0.406	0.2199	VALID
	DK.4	0.534	0.2199	VALID
	DK.5	0.583	0.2199	VALID
	DK.6	0.555	0.2199	VALID
	DK.7	0.342	0.2199	VALID
	DK.8	0.476	0.2199	VALID
	DK.9	0.478	0.2199	VALID
	DK.10	0.510	0.2199	VALID
	DK.11	0.423	0.2199	VALID
	DK.12	0.555	0.2199	VALID
	DK.13	0.565	0.2199	VALID
	DK.14	0.547	0.2199	VALID
	DK.15	0.543	0.2199	VALID
	DK.16	0.556	0.2199	VALID
Employee Performance (Y)	KK.1	0.560	0.2199	VALID
	KK.2	0.677	0.2199	VALID
	KK.3	0.438	0.2199	VALID
	KK.4	0.731	0.2199	VALID
	KK.5	0.477	0.2199	VALID
	KK.6	0.636	0.2199	VALID
	KK.7	0.694	0.2199	VALID
	KK.8	0.760	0.2199	VALID

Source: Statistical data processing

Based on table 4, it can be concluded that all independent variables, namely job training, work motivation, and work discipline and the dependent variable, namely employee performance, have positive r count and r count > r table, so that all questionnaire questions

contained in this study are declared valid and can be used to measure what it is supposed to measure.

Table 5 Reliable Test Results

Variable	Number of Question	Cronbach Alpha	Margin = 0,60	Note
Work Training (X1)	13	0.804	0.60	Reliable
Work Motivation (X2)	8	0.653	0.60	Reliable
Work Discipline (X3)	16	0.791	0.60	Reliable
Employee Performance (Y)	8	0.771	0.60	Reliable

Source: Statistical data processing

Based on Table 5, it can be seen that all the variables studied, namely job training, work motivation, work discipline and employee performance have Cronbach Alpha values > 0.60 , so that all statements in the questionnaire are reliable and can produce stable answers from time to time.

Table 4 Results Goodness of Fit Model (Test-F)

Model	F	Sig.
1 Regression	23.156	0.000
Residual		
Total		

Source: Statistical data processing

Based on table 6 it can be seen that job training, work motivation, and work discipline have a significant level of 0.000 so that the sig. $0.000 < \alpha 0.05$, it can be concluded that the model is fit or feasible to use in research. If you look at the F distribution table with $df_1 = 3$ and $df_2 = 76$, you get an F table of 2.72. Because the calculated F value is $23.156 > F$ table 2.72, it can be concluded that the model is fit or feasible to use in research.

Table 5 Regression Coefficient

	B	t	Sig.
Work Training (X ₁)	0,047	0,545	0,588
Work Motivation (X ₂)	0,029	0,202	0,840
Work Discipline (X ₃)	0,386	5,116	0,000

Source: Statistical data processing

Based on table 7, the results of the calculation of the t test for the job training variable show a calculated t value of 0.545. For the t table values obtained from the t distribution table with $df = 76$ and $\alpha = 0.025$ the results obtained are t table = 1.991. The t value is $0.545 < t$ table 1.991 and the significant value is smaller than alpha, which is $0.588 > 0.05$. So it can be concluded that H₀ is accepted and H_a is rejected, meaning that there is an effect of job training on the performance of PT. X employees.

The results of the calculation of the t test for work motivation variables show a calculated t value of 0.202. The t value is $0.202 < t$ table 1.991 and the significant value is smaller than alpha, which is $0.840 > 0.05$. So it can be concluded that H₀ is accepted and H_a

is rejected, meaning that there is a negative and significant effect of work motivation on the performance of PT. X employees.

While the results of the calculation of the work discipline variable t test show a calculated t value of 5.116. The t count value is $5.116 > t \text{ table } 1.991$ and the significant value is smaller than alpha, which is $0.000 < 0.05$. so it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an influence of work discipline on the performance of PT. X employees.

3.2. Discussion

Organizational Behavior Theory

The grand theory that underlies this research is the theory of performance appraisal. According to Dessler (2018), performance appraisal is an activity carried out to evaluate the performance of current or past employees according to their performance standards, this is done by the company as an effort to maintain or improve company performance. Performance appraisal is carried out by the company as a consideration in making decisions regarding employee promotion and salary increases, training and development, and career planning. Performance appraisal for employees serves as feedback on the performance they have given, this is useful for employees to evaluate whether or not the performance they have given is good or bad for their performance so that employees can be motivated to improve or improve their performance. Performance appraisal can be used by companies to take disciplinary action against employees who do not comply with work guidelines or work regulations within the company.

Work training

Job training is one of the most commonly used approaches to changing people's mindsets. Companies can offer large group employee training programs on topics such as teamwork, diversity, emotional intelligence (EQ), quality circles, communication skills, and participatory leadership (Daft 2018, 381).

According to Dessler (2018, 240) job training is the process of teaching new employees and existing employees the basic skills needed to do the job. Job training is a series of structured processes with the aim of providing opportunities to deepen knowledge, skills and expertise that are beneficial for current and future jobs (Blanchard and Thacker 2018, 38).

From the several definitions above, it can be concluded that job training is a process of self-improvement of employees that is carried out continuously and systematically in terms of knowledge, skills, emotional intelligence, teamwork, and a basic understanding of work applied by the company.

Work motivation

Daft (2018, 552) states that motivation directs one's internal and external strengths, so that it can encourage one's enthusiasm and tenacity in pursuing certain actions. Employee motivation can affect work productivity, and it is the job of a manager to channel employee motivation into achieving organizational goals.

Blanchard and Thacker (2018, 37) state that motivation is a reflection of a person in achieving the desired goal, where the motivation is used to make an effort to achieve that goal. Goals and pursuits are influenced by how people think about things such as attitudes related to their goals. Individual attitudes influence behavior, and attitudes that motivate individual employees to work and study more effectively can be overcome through training.

Motivation is a process that can explain the intensity, direction, and individual persistence of employees to achieve goals. Intensity describes the efforts of employees' hard

work, then the efforts of employees' hard work are channeled by the company in a direction that can be profitable, and then the persistence of an employee at work describes the resilience of an employee's motivation to maintain his motivation. Someone who is motivated will persevere long enough to achieve their goals (Robbins and Judge 2019, 217).

From the definition above it can be concluded that motivation is an internal or external encouragement that is useful for achieving individual employee goals, so as to create morale that can improve company performance.

Work Discipline

Discipline is a tool to encourage employees to behave rationally at work or in accordance with the rules and guidelines that apply within the company. Disciplinary action is required when employees break the rules (Dessler 2018, 468). Then according to Sinambela (2017, 335), work discipline is the awareness and willingness of employees to comply with all applicable company rules and social norms. Thus, discipline is a communication tool for managers to their employees so that they can fulfill and comply with applicable company regulations. Work discipline is a form of employee self-control and is carried out regularly, in order to show seriousness in the work unit of an organization (Aziz 2017).

From some of the definitions above, it can be concluded that work discipline is the awareness of individual employees to be able to behave in accordance with social norms and to comply with applicable regulations in the company, this aims to prove the seriousness of working in an organization's work unit.

Employee performance

Performance is defined as organizational capability to use its resources efficiently and effectively to achieve its goals (Daft 2018, 12). According to Sinambela (2017, 482) performance is the willingness of individuals or organizations to carry out an activity and be able to perfect it according to their responsibilities in order to achieve the expected results.

Beno and Irawan (2019) state that employee performance is the result of the thoughts and energy that individuals spend on the tasks being carried out. The results of the work can be tangible, seen, the number of results achieved is calculated. In addition, the energy expended in work cannot be seen as ideas, innovations, and the like.

Based on the opinion above, it can be concluded that performance is the will and ability of individuals or organizations to perform a performance by channeling energy and thoughts so that the expected results can be achieved.

4. Conclusion

Based on the results of the statistical tests that have been carried out, it can be concluded that there is no effect of job training and work motivation on PT. X employee performance. Meanwhile, work discipline has an influence on PT. X employee performance.

In this study there are limitations, namely: (1) namely the sample used is only 80 employees with limited variables, namely job training, work motivation, work discipline and employee performance. (2) The next limitation is that this research was conducted during the Covid-19 pandemic which made researchers make direct observations to obtain some supporting data.

Given these limitations, there are several recommendations for future researchers who wish to raise a similar research theme, the first recommendation is that it is hoped that in future research they can use different research objects, so as to have diverse results. Furthermore, in future research it is hoped that it can use a larger sample so that the concluded results can generalize the population. The next recommendation is that it is hoped

that in future research it can add other variables related to performance such as work environment, organizational culture, leadership style and others.

While the recommendations for PT. X companies are (1) Companies or organizations need to pay attention to job training factors, this is so that they can improve the abilities and skills of their employees, so that their employees can work according to established guidelines. (2) Companies or organizations need to pay attention to work motivation factors, such as meeting the basic needs of employees which include physiological needs, a sense of security, social needs, self-esteem for individual employees, and employee self-actualization. (3) Companies or organizations need to pay attention to work discipline factors, such as improving company systems and regulations that can reduce disciplinary actions so that employees can be more disciplined in carrying out their work.

References

- Achmad, E. Kuncoro dan Riduwan. 2017. "Cara Menggunakan dan Memakai Path Analysis (Analisis Jalur)". Cetakan ke-7. Bandung: Alfabeta.
- Anggita, and Setia Tjahyanti. 2017. "Pengaruh Pelatihan, Pengalaman Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil." E-Jurnal Manajemen TSM 19 (2): 76–81.
- Astagina, Dimas, and Arief Alfiandry. 2022. "Pengaruh Motivasi Kerja, Kepemimpinan, Dan Budaya Organisasi Terhadap Kinerja Karyawan PT. XYZ." E-Jurnal Manajemen TSM 2 (2). <https://doi.org/E-ISSN: 2775-8370>.
- Aziz, M. Abdul. 2017. "Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Melalui Kepuasan Kerja Pada Pegawai Puskesmas Kecamatan Balapulang Kabupaten Tegal." Multiplier: Jurnal Magister Manajemen 1 (1): 99–108. <https://doi.org/10.24905/mlt.v1i1.769>.
- Beno, Jose, and Dody Nata Irawan. 2019. "Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai PT Penindo II Teluk Bayur Padang." Jurnal Sains Dan Teknologi Maritim 20 (1): 61–74. <https://doi.org/10.33556/jstm.v20i1.218>.
- Blanchard, P Nick, and James W Thacker. 2018. *Effective Training - Systems, Strategies and Practices*. Training Design. 6th Editio. Chicago Business Press.
- BPS Statistics Indonesia. 2021. "Construction in Figures 2021." BPS, 138. <https://www.bps.go.id/publication.html>.
- Daft, Richard L. 2018. *Management 13th Edition*. 13th ed. Boston: Cengage Learning; 13th edition (August 2, 2018).
- Dessler, Gary. 2018. I Am Sharing "Gary Dessler - Human Resource Management-Pearson (2020)" with You. Human Resource Management / Gary Dessler, Florida International University.
- Dwipayana, I Made Gede A, and Ni Ketut Sariyathi. 2018. "Pengaruh Kepemimpinan Transformasional, Disiplin Kerja Dan Komunikasi Terhadap Motivasi Kerja Pada The Jayakarta Bali." E-Jurnal Manajemen Unud 7 (6): 2913–41. <https://doi.org/DOI: https://doi.org/10.24843/EJMUNUD.2018.v7.i06.p3>.
- Faisal Mirza, Deni, Titi Swarni Lumbantobing Swarni Lumbantobing, Heny Perary Menzez Simanjuntak, and Yosafati Giawa. 2021. "Pengaruh Motivasi, Kepuasan, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Indonesia Comnets Plus Medan." Jurnal Paradigma Ekonomika 16 (1): 51–64. <https://doi.org/10.22437/jpe.v16i1.12077>.

- Fitrianisa, Hana, and Surahman Pujianto. 2022. "Pengaruh Komunikasi, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Divisi Produksi PT. X." *E-Jurnal Manajemen TSM* 2 (3): 33–46. <http://jurnaltsm.id/index.php/EJMTSM>.
- Ghozali. 2018. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- H, Herman, and Didin Didin. 2020. "The Influence of Work Motivation, Job Satisfaction and Work Discipline on Employee Performance in the Regional Secretariat of Maros District." *Jurnal Ad'ministrare* 7 (1): 207. <https://doi.org/10.26858/ja.v7i1.14777>.
- Hanindita, Guntur Putra, and Karel Tjahjadi. 2021. "Pengaruh Motivasi, Kepuasan Kerja, Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Guntur Putra Handinata Karel Tjahjadi." *E-Jurnal Manajemen TSM* 1 (4): 201–10. <http://jurnaltsm.id/index.php/EJMTSM>.
- Khairi, Rahma Hidayati, and Syahrian. 2022. "Pengaruh Disiplin Kerja, Kompensasi, Dan Beban Kerja Terhadap Kinerja Karyawan." *E-Jurnal Manajemen TSM* 2 (3): 11–22. <http://jurnaltsm.id/index.php/EJMTSM>.
- Liyanwah, and Ian Nurpatia Suryawan. 2022. "Pengaruh Sistem Seleksi, Pelatihan Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. X " *E-Jurnal Manajemen TSM* 2 (1): 75–86.
- Mangkunegara, A.A. Anwar Prabu. 2017. "Manajemen Sumber Daya Manusia Perusahaan." Bandung: PT Remaja Rosdakarya.
- Marliani, Sari, and Nadeak Thomas. 2019. "Analisis Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Concord Industri Karawang." *Buana Ilmu* 4 (1): 82–115.
- Martha, Lidya, and Riza Miawan Putra. 2020. "Pengaruh Motivasi, Kepuasan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Japfa Comfeed Indonesia Tbk. Unit Padang." *Jurnal Pundi* 4 (1): 71–82. <https://doi.org/10.31575/jp.v4i1.227>.
- Mutmainnah, Mutmainnah. 2022. "Pengaruh Disiplin Dan Pelatihan Kerja Terhadap Kinerja Karyawan Pada PT Indomarco Prismatama Cabang Tangerang 2." *Jurnal Ilmiah PERKUSI* 2 (1): 32. <https://doi.org/10.32493/j.perkusi.v2i1.17619>.
- Nababan, Josua Pratama, Rosinta Romauli Situmeang, Samuel Agung Hutaaruk, and Lastiar Nurcahya Sinaga. 2022. "Pengaruh Pelatihan Kerja, Motivasi Kerja Dan Kedisiplinan Kerja Terhadap Kinerja Karyawan Pada PT Rezeki Surya Intimakmur." *COSTING:Journal of Economic, Business, and Accounting* 5 (2): 815–21. <https://journal.ipm2kpe.or.id/index.php/Costing/article/view/2484%0Ahttps://journal.ipm2kpe.or.id/index.php/Costing/article/view/2484/2049>.
- Nurmayati, Winda, and Enang Narlan. 2020. "The Effect of Motivation, Job Satisfaction, and Work Discipline on Employee Performance." *Almana: Jurnal Manajemen Dan Bisnis* 4 (3). <https://doi.org/10.36555/almana.v6i1.1792>.
- Pamungkas, Ndaru Agung, and Nurti Widayati. 2021. "Pengaruh Rekrutmen, Pelatihan, Dan Kompensasi Terhadap Kinerja Karyawan." *E-Jurnal Manajemen TSM* 1 (4): 265–174. <http://jurnaltsm.id/index.php/EJMTSM>.
- Pudyastuti, Esty. 2022. "Pengaruh Pelatihan Kerja, Motivasi Kerja, Dan Etos Kerja Terhadap Kinerja Sales PT. Alfa Scorph Medan." *Jurnal Ekonomika Universitas Almuslim Bireuen Aceh XVII* (1). <https://doi.org/2086-6011>.
- Ritonga, Ramayana, Asep Saepudin, and Uyu Wahyudin. 2019. "Penerapan Model Evaluasi

- Kirkpatrick Empat Level Dalam Mengevaluasi Program Diklat Di Balai Besar Pelatihan Pertanian (Bbpp) Lembang.” *Jurnal Pendidikan Nonformal* 14 (1): 12. <https://doi.org/10.17977/um041v14i1p12-21>.
- Robbins, Stephen P., and Timothy A. Judge. 2019. *Organizational Behavior* 18th Edition. Pearson Education, Inc. Vol. 15. <https://doi.org/10.2307/2391202>.
- Sanjaya, Farid Anggara, and Prijati. 2020. “Pengaruh Motivasi, Disiplin Kerja Dan Kompensasi Terhadap Kinerja Karyawan PT BRI KC Surabaya Jemursari.” *Jurnal Ilmu Dan Riset Manajemen* 9 (11): 1–13.
- Santoso, Wawa, and Fatimah Zahra. 2022. “Pengaruh Kepemimpinan, Motivasi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan.” *E-Jurnal Manajemen TSM* 2 (2): 359–68. <http://jurnaltsm.id/index.php/EJMTSM>.
- Sekaran, Uma, and Roger Bougie. 2019. *Research Methods For Business: A Skill Building Approach*. John Wiley & Sons, 2019. 8th edition. Hoboken.
- Sinambela, Ijan Poltak. 2017. *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. Jakarta.
- Sugiyono. 2022. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. 2nd ed. Bandung: ALFABETA Bandung.
- Susanto, Yohanes. 2021. “Pengaruh Penempatan Kerja, Motivasi Dan Kedisiplinan Terhadap Kinerja Pegawai Pada Dinas Tanaman Pangan, Hortikultura Dan Perkebunan Kabupaten Sarolangun.” *Jurnal Manajemen Dan Bisnis Sriwijaya* 18 (3): 133–44. <https://doi.org/10.29259/jmbs.v18i3.12627>.
- Tsauri, Sofiyani, and Setia Tjahyanti. 2022. “Pengaruh Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Perusahaan Konstruksi.” *E-Jurnal Manajemen TSM* 2 (1): 61–74.
- Wibowo, Ramadhan Satrio, and Mega Mirasaputri Cahyanti. 2022. “Analisis Pengaruh Lingkungan Kerja Dan Pelatihan Terhadap Kinerja Karyawan.” *Jurnal Ecogen* 5 (1): 46–55. <http://ejournal.unp.ac.id/students/index.php/pek/index>.