

*Research Article***Three Pillars of HR Performance: Discipline, Training, and Motivation at PDAM Tirta Ayu, Tegal Regency**Sofi Dwinta Istiana<sup>1\*</sup>, Febrianur Ibnu Fitroh Sukono Putra<sup>2</sup><sup>1-2</sup> Faculty of Economics and Business, Dian Nuswantoro University, Indonesia; e-mail : [211201905608@mhs.dinus.ac.id](mailto:211201905608@mhs.dinus.ac.id)

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**Abstract:** This study examines the influence of work discipline, training, and motivation on employee performance at PDAM Tirta Ayu, Tegal Regency. In a public service organization such as PDAM, employee performance is crucial to ensure customer satisfaction and strengthen institutional competitiveness. A quantitative survey method was used with questionnaires distributed to all 115 employees using a saturated sampling technique, as the entire population was included. The independent variables analyzed were work discipline (attitude, compliance with rules, responsibility), training (materials, methods, instructor competence, duration, facilities), and motivation (intrinsic and extrinsic). Employee performance, as the dependent variable, was measured using indicators of work quality, work quantity, teamwork, and problem-solving ability. The data were processed through multiple linear regression to assess simultaneous and partial effects. The research findings revealed that work discipline, training, and motivation each have a positive and significant impact on employee performance, but for training has a positive and insignificant effect, this is shown by the significant results of each significant level for work discipline sig value = 0.000 (<0.05), training sig value = 0.632 (>0.05) and motivation with sig value = 0.000 (<0.05). These results highlight the importance of strengthening employee discipline, implementing well-structured and sustainable training programs, and fostering sustainable motivation strategies. This research provides practical implications for PDAM Tirta Ayu management in designing policies to improve overall employee performance, thereby improving service quality and organizational competitiveness.

**Keywords:** Employee Motivation; Employee Performance; Motivation; Training; Work Discipline

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**1. Introduction**

Human resource management (HRM) is a range of activities, including acquiring, developing, evaluating, and compensating employees, as well as managing employment relations, occupational safety and health, and issues of fairness in the work environment (Dessler & Gary, 2015). Each organization requires the existence of human resources because they are considered the most important assets owned by the company. Human resources include individuals who work, such as labor, personnel, or workers (Ulfatin & Triwiyanto, 2016). Meanwhile, Hasibuan stated that HRM is the knowledge and skills necessary for managing relationships and employee enabling significant contribution to achieving the organization's, employees, and society's goals (Hasibuan, 2016). Astuti believes that human resources cannot be replaced by other elements within an institution, particularly schools, given the tangible contributions they provide. Individuals working as educators or educational staff are considered to contribute significantly to school progress if their presence is needed, they are able to increase the efficiency of school operations, and all their activities are fully integrated into the overall school system (Astuti, 2016).

Considering employee performance as a crucial element for the company, because with performance evaluation, the company is able to evaluate employee capabilities in completing assigned tasks (Sinambela, 2015). Individual performance is influenced by a number of factors, and one important aspect that determines it is the employee's own internal capabilities, in the

form of guidance, discipline, and work motivation. The higher the capabilities possessed by employees, the more likely their work performance will improve. According to Mangkuprawira & Hubeis (2018), employee performance is influenced by a number of factors including personal factors, in the form of skills, self-confidence, dedication, and discipline; leadership factors, which involve the leader's ability to provide support and motivation; team factors, including solidarity, collaboration, and encouragement from colleagues; system factors, including work structure, facilities, training, career development opportunities, and organizational work culture; and contextual factors.

Discipline is a crucial element that significantly influences employee performance. As Sinambela (2015) notes, the level of work discipline directly impacts performance, where high levels of employee discipline positively impact their performance. Companies generally desire a workforce that is enthusiastic and demonstrates high levels of discipline, as this can support accuracy and competitiveness with other entities (Darmadi, 2020). In the era of evolving globalization, companies are required to produce competent human resources based on national and international criteria to deliver optimal benefits. Nurlala (2021) explains that discipline is behavior that complies with company regulations, reflected in compliance with established responsibilities. In addition to employee performance discipline and also influenced by job training, On the job training is a training approach conducted in the work environment, allowing employees to expand their knowledge while carrying out their responsibilities. The definition of On the job training according to (Dessler & Gary, 2015):

- a. On the job training is a training approach conducted in the work environment that allows employees to expand their knowledge while carrying out their responsibilities.
- b. On the job training is a series of coaching and training programs organized by superiors or direct supervisors for employees.
- c. On the job training is a learning-on-the-job system that helps employees learn job tasks while performing them.
- d. On the job training is a coaching system that is carried out in conjunction with the job that is the task.

Employee performance can be improved through training programs and work motivation. A business entity or leader is responsible for fostering a positive work environment by providing encouragement and support, so that employees feel comfortable and motivated. Motivation is a prerequisite for achieving goals, thus encouraging individuals to optimize their work methods (Muslimin et al., 2017). In Tegal Regency, PDAM Tirta Ayu is the only regional company responsible for providing and managing clean water. The existence of PDAM Tirta Ayu Tegal Regency is highly expected to meet the clean water needs for the daily lives of the people in Tegal Regency. As a regional company that is the sole company in the Tegal Regency area, it certainly requires professional staff in terms of service, so that water distribution runs smoothly and does not cause problems, which result in losses for both the company and the community as customers. Employees in this case are field workers and administrative staff, to serve water distribution is carried out by personnel in the field, namely technicians, while administrative is carried out by personnel with expertise in the field of administration.

To obtain information, the author obtained recapitulation data on late arrivals to work for PDAM Tirta Ayu employees in Tegal Regency for July-December 2024, namely:

**Table 1.** Recapitulation of Late Work Arrivals of PDAM Tirta Ayu employees in Tegal

No	Month	Number of employees	No Permission Enter	Late for Work	Presentation Permission	Presentation Late
1	July	92 people	3 people	12 people	3.23	13.04
2	August	92 people	5 people	11 people	5.43	11.95
3	September	92 people	2 persons	12 people	2.17	13.04
4	October	92 people	7 people	12 people	7.61	13.04
5	November	92 people	5 people	15 people	5.43	16.30
6	December	92 people	8 people	20 people	8.69	21.74

Source: HRD PDAM Tirta Ayu, Tegal Regency (2024)

The author not only observed issues regarding discipline, but also observed issues regarding employee performance. According to the interviews the author conducted, it was found that a number of employees who were frequently late were field workers. This is indicated by complaints from PDAM users who felt that water installation work often experienced delays. This will affect work discipline in public service. In addition, frequent lateness will affect employee performance and will have a negative impact on the PDAM user community. Based on the opinion of researchers, a company with a high level of discipline is able to show maximum performance in work (Chirasha, 2013). The opinion of researchers regarding the influence of work discipline on employee performance, Lubis (2024) stated that a real correlation was found between discipline and employee performance, this is consistent

with researchers, Siregar et al., (2021), Putri & Hikmah, (2023), Purbasari & Winarningsih, (2018), Siswani et al., (2024), and there are still researchers who are consistent with the opinion above, however, the research gap from Nurlina K et al., (2021) shows that the inefficiency of work discipline affects employee performance. These findings indicate the existence of a research gap in the influence of work discipline on employee performance.

Researching the gap between the influence of job training on employee performance, researchers Setiawan et al. (2024) stated that job training partially has a real and positive impact on employee performance. This finding is consistent with the findings of Safitria & Wahdiniawati (2023), Lubis (2024), Siregar et al. (2021), Permatasari et al. (2024), and several other researchers. There is also a research gap on the influence of job training on employee performance by researchers Syahrian & Prakoso (2023), who found that job training has no influence. job training on employee performance (Job training has no influence on employee performance). The existence of gap research between the influence of work motivation on employee performance is research by (Permatasari et al., 2024), which states The interaction between job training also showed a significant effect on employee performance (The interaction between work motivation also shows a real impact on employee performance), this is supported by researchers Putri & Hikmah (2023), Purbasari & Winarningsih (2018), Siswani et al., (2024), and there are still other researchers. There is a gap research that work motivation does not have an impact on employee performance, this finding is proven by Setiawan et al., (2024), that work motivation has no impact, but it is positive and not significant on employee performance.

Based on the above background, the purpose of this study is to analyze the influence of work discipline, job training, and work motivation on the performance of PDAM Tirta Ayu employees in Tegal Regency. Theoretically, the research can be used as an additional reference for knowledge in the field of human resource management and can serve as a reference source for subsequent researchers, especially in the field of management studies. Meanwhile, the practical benefit of the research is that it can be used as a consideration regarding factors that improve employee performance. Of course, for companies to achieve goals with maximum performance, after seeing that work discipline, job training and work motivation can improve employee performance, it is hoped that companies can improve factors relevant to employee performance.

## 2. Literature Review

### Work Discipline

Rivai (2019) explains that workplace discipline is used by managers as a means of communication with employees to prepare them for critical situations. Discipline also serves as a motivator for employees to better understand and comply with all applicable social norms and regulations. Meanwhile, Hasibuan (2018) defines discipline as a form of obedience to laws, rules, and social standards, reflecting self-awareness of accepted responsibilities. The level of discipline impacts work productivity, morale, and the goals of the organization, employees, and society at large. Therefore, work discipline is a crucial factor in the business world because it can stimulate individuals to work with high awareness, be trustworthy in their assigned tasks, and create a vibrant work environment. Companies that are able to instill a culture of good discipline will more easily meet their targets and objectives.

Thus, work discipline is the inherent obedience of every employee to company regulations, which aims to ensure ease in achieving business targets. Failure to comply with discipline will result in sanctions or adverse consequences. Therefore, enforcing discipline enables the company and all employees to collectively meet set targets through high work productivity, as work discipline is directly correlated with performance progress (Setiawan et al., 2024). Handoko (2020) states that there are several aspects that can be used as benchmarks in assessing the level of employee work discipline, including:

- a. Presence at work  
Assessment is not only based on daily attendance, but also on employee presence during working hours.
- b. Compliance with company rules  
The employee did not commit any violation.
- c. Accuracy in completing work  
Employees need to complete their responsibilities according to the time set by their superiors as a form of accountability and discipline.
- d. Employee attitudes during work  
Employees should demonstrate professional behavior, including following the rules that apply.

Work discipline is a management effort to raise employee awareness and willingness to comply with applicable regulations and norms, so that their behavior is in accordance with company goals.

### **Job Training**

According to Mangkunegara (2018), job training is a short-term educational program implemented in a structured and systematic manner to equip non-managerial workers with specific technical knowledge and skills. This training plays a crucial role in improving participants' understanding of the material taught, as conveyed by practitioners in the field. Thus, training refers to a learning activity that provides useful insights and instructions, both for individual development and the achievement of organizational or company goals. Mangkunegara (2016) defines job training as a teaching method that equips individuals with knowledge and competencies, with the hope that they can carry out their responsibilities skillfully based on standards. In line with this view, Hasibuan (2018) emphasizes that training can encourage increased employee productivity, production quality and volume, and strengthen employees' technical and managerial capabilities. According to Sedarmayanti (2017), the effectiveness of training programs provided to employees can be evaluated through several dimensions, namely:

- a. Training materials, namely assessing the extent to which the training content is appropriate to the participants' needs and whether the material presented follows the latest developments.
- b. Training approaches and training techniques should be tailored to the participants.
- c. Instructor capacity, training instructors need to demonstrate a professional attitude and adequate teaching skills so that participants can receive and understand the material well.
- d. Training duration refers to the length of the training and the intensity of its implementation in delivering the main material.
- e. Training facilities and infrastructure, describe the extent to which the company provides support facilities to support the smooth implementation of training, which also shows the company's concern for employee development.

Job training is a learning process to improve employee knowledge, skills and attitudes to carry out work effectively and efficiently, while achieving organizational and personal goals.

### **Motivation**

Work motivation is the primary driving force that fosters initiative, enthusiasm, and dedication to work. Sedarmayanti (2017) argues that motivation is the primary driving force that drives or restrains a person's actions. Meanwhile, Sutrisno (2017) views motivation as the driving force behind an individual's goals and enthusiasm, considering that each motivation has its own objectives. Mangkunegara (2018) identifies several motivational goals, including increasing employee enthusiasm and ethics, optimizing employee work ethic and commitment, encouraging increased employee creativity, strengthening employee loyalty and work-life balance, enforcing discipline, and reducing absenteeism. Hasibuan (2018) lists several indicators of work motivation, including:

- a. Achievement, namely success achieved after working hard
- b. Awards, namely giving awards for work achievements to improve personal capabilities
- c. Responsibility, namely understanding the roles and authorities that one has
- d. Self-development, namely the opportunity to advance and develop in work
- e. Extrinsic motivation indicators
- f. Salary, which is compensation given to employees
- g. Policy, namely the policy made must be in written form
- h. Working relationship, namely a positive correlation between superiors and subordinates
- i. Work environment, namely comfortable working conditions for employees
- j. Supervision, namely good supervision in managing employees
- k. Intrinsic motivation is an internal driver, while extrinsic motivation is a driver that grows from outside oneself.

Work motivation is an internal and external drive that makes a person have the desire, enthusiasm, and passion to work optimally, direct their behavior to achieve organizational goals, and maintain the level of effort and direction until the goals are achieved, which is based on fulfilling personal and organizational needs or desires.

### **Employee performance**

Employee performance refers to an individual's capacity to apply specific skills. This aspect is highly significant because it can be used to assess an employee's level of competence in carrying out assigned responsibilities (Sinambela, 2015). Managers utilize discipline in the workplace as a means of communication with employees to enhance their ability to navigate critical situations. Furthermore, discipline serves as a driving force in increasing employee awareness and compliance with all applicable company and social regulations (Rivai, 2019). Discipline is defined as compliance with all regulations, policies, and social norms. Discipline

highlights an individual's awareness of the reality of their assigned responsibilities. This impacts productivity, motivation, and goal achievement for the organization, employees, and the wider community.

If a company has high integrity, achieving its planned targets will be easier. Therefore, employee performance can be seen as the end result of the various elements that make it up. These elements develop through internal employee behavior, reflected in daily work activities, such as discipline, competence, high work ethic, and relevant educational background. Furthermore, external factors stem from the company itself, such as the availability of adequate work facilities, training and career development opportunities, leadership style, and a corporate culture that aligns with employee aspirations (Hasibuan, 2018). According to Robbins (2015), there are three dimensions that can be applied in evaluating an individual's performance:

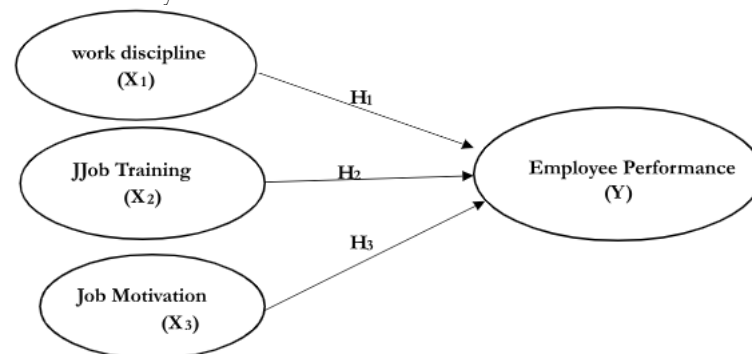
- a. Work achievement refers to the final results obtained from carrying out tasks, either in the form of products or services.
- b. Work actions or behavior reflect how a person carries out their duties, including how they behave and interact while carrying out their work.
- c. Character or personality is a reflection of the basic traits inherent in an individual, such as habits, innate behavior, and attitudes that are formed from an early age.

In addition, Sinambela (2015) also explains that performance can be analyzed through several dimensions, including:

- a. Ability, namely an individual's capacity to carry out tasks, which continues to develop as knowledge and work experience increase.
- b. Motivation, namely the driving force that arouses individual enthusiasm to complete work with high confidence and optimal results.
- c. Opportunities, in the form of opportunities provided by the organization for employees to utilize in achieving employee targets.

### Conceptual Framework

According to Sugiyono (2017a), a conceptual framework is a design that shows the relationship between theory and various factors that have been determined as crucial issues:



**Figure 1.** Conceptual Framework  
Source: Sugiyono (2017), modified

### Research Hypothesis

#### *The Relationship between Work Discipline and Employee Performance*

Hasibuan (2018) explains that discipline is an individual's understanding and willingness to refrain from violating company regulations. If indiscipline occurs within a company, it will have an indirect negative impact on the organization. Therefore, work discipline is a key aspect in improving employee performance, as it can motivate employees to achieve optimal performance. In accordance with the findings of Setiawan et al., (2024), which showed that partially work discipline can have a real and positive impact on the performance of PDAM Purbalingga Regency employees. These results are supported by a study. Lubis (2024) and Siregar et al., (2021) , who proved that Partially, work discipline has a significant and positive impact on employee performance. Meanwhile, findings from Nurlina K et al. (2021) show inconsistency, namely that work discipline has no impact on employee performance. Based on the above findings, the following hypothesis is formulated:

H1: Work discipline has a positive effect on employee performance.

#### *The Relationship between Job Training and Employee Performance*

According to Sedarmayanti (2017), training and development are efforts to minimize or prevent imbalances between employee capabilities and company needs. Similarly, Mangkunegara (2016) defines training as an activity aimed at mastering the skills, insights, and behaviors of all employees or company personnel. This is in accordance with the findings of Setiawan et al. (2024), which showed that partial job training had a significant and positive impact on the performance of PDAM Purbalingga Regency employees. These findings are

consistent with research by Safitria & Wahdiniawati (2023), Setiawan et al. (2024), and Siswani et al. (2024). Meanwhile, the findings of Syahrian & Prakoso (2023) showed inconsistency, where job training had no impact on employee performance. Referring to the above findings, the following hypothesis is formed:

H2: Job training has a positive effect on employee performance.

### ***The Relationship between Work Motivation and Employee Performance***

According to Ermita (2019), motivation can be understood as a collection of values and attitudes within a person that trigger behavior and efforts to achieve certain goals. These values and attitudes serve as a source of internal drive that directs a person's actions toward their goals. Meanwhile, Damayanthi (2019) suggests that motivation functions as a driving force that drives a person to work collaboratively, efficiently, and in harmony with their abilities to achieve satisfaction in their work. A study conducted by Siswani et al. (2024) showed that work motivation had no effect, but a positive and insignificant effect on employee performance at the Purbalingga Regency PDAM. This is inconsistent with the findings of Safitria & Wahdiniawati (2023), who individually demonstrated a positive and significant impact of work motivation on employee performance. These results align with the findings of Purbasari & Winarningsih (2018), Permatasari et al. (2024), and Nurlina K et al. (2021). Based on the findings above, the following hypotheses are formulated:

H3: Work motivation has a positive effect on employee performance.

## **3. Research Method**

### **Operational Definition**

Operational definition is a testing perspective that shows information about how to measure variables (Sugiyono, 2016).

Table 2. Operational Definition of Variables

No	Variables	Operational Definition	Indicators
1	Performance Employee	Employee performance refers to an individual's capacity to apply specific skills. This aspect is highly significant because it can be used to assess an employee's level of competence in carrying out assigned responsibilities (Sinambela, 2015).	a. Responsibility for the quality of work results b. Responsibility for quantity of work c. Collaboration in carrying out tasks d. Ability to face difficulties in completing work (Hasibuan, 2018)
2	Discipline Work	Work discipline can be defined as the mental attitude of an individual or group who consistently wishes to comply with all policies that have been implemented by the company (Anoraga, 2016).	a. Attitude, presence and ability b. Norms, obey and follow the rules. c. Responsible, able to carry out tasks and can complete tasks. (Sutrisno, 2017)
3	Training	Job training is defined as a teaching method that equips individuals with knowledge and competencies, with the hope that they can carry out their responsibilities skillfully based on standards (Mangkunegara, 2016).	a. Training Materials b. Training approach c. Instructor capacity d. Training duration e. Training facilities and infrastructure (Rivai, 2019)
4	Motivation Work	Motivation comes from the Latin word <i>movere</i> , which means to move or stimulate. Motivation is an element that stimulates individuals to carry out certain actions, so motivation is defined as the primary driving force behind an individual's behavior (Malayu SP Hasibuan, 2016).	a. Performance b. Award c. Responsibility d. Self-development e. Wages f. Policy g. Work relationship h. Work environment i. Supervision (Hasibuan, 2018)

### **Determination of Population and Sample**

#### ***Population***

All employees who are permanent employees of PDAM Tirta Ayu, Tegal Regency, were designated as the research population.

#### ***Sample***

There were 92 respondents who were designated as research samples (except managers/leaders), all employees of PDAM Tirta Ayu, Tegal Regency.

#### ***Sampling Techniques***

The technique of sampling the entire population is called total sampling or saturation sampling. This method is applied when the population being studied is less than 100 people.

#### ***Data Types and Sources***

##### ***Data Types***

Quantitative data is defined as an approach based on concrete data (positivistic), in which statistical calculations are applied as testing instruments. This approach is relevant to the issue being studied in drawing an inference.

### **Data Source**

In research, data plays a crucial role as a tool to prove that hypotheses achieve the research objectives. Good scientific work requires an understanding of the types of data needed, as well as the ability to research, collect, and analyze that data. The data used includes both primary and secondary data.

### **Method of collecting data**

This technique is an information acquisition technology used to determine information to prove the problem in its entirety, therefore researchers collect information used for the problem, namely:

#### **Observation**

According to Sugiyono (2017), monitoring or observation is the activity of including research on a subject. In carrying out monitoring, the researcher selects what is being observed regarding the research.

#### **Questionnaire**

A questionnaire is a method of collecting data through written questions to selected respondents. Therefore, it can be understood that a questionnaire is a record of questions that must be completed by respondents. The researcher used a closed-ended questionnaire to help respondents respond quickly and also facilitate the researcher in analyzing the information in all questions. In this study, the questionnaire adopted a Likert scale when asking questions to respondents.

**Table 3.** Likert Scale Measurement

Score	Answer
1	Strongly Disagree
2	Don't agree
3	Neutral
4	Agree
5	Strongly agree

### **Data Analysis Methods**

#### **Research Instrument Testing**

##### **a. Validity Test**

Validity tests are used to assess the accuracy of a questionnaire. A questionnaire is considered valid if its questions demonstrate the relationship between research variables or align with the aims and objectives of the research being measured.

To test this validity, a correlation analysis technique was used per question item. Meanwhile, a prerequisite for testing the empirical validity of an instrument is that it must undergo an initial trial process on the research target ( tryout). institution ).

- 1) The criteria for validity testing using factor analysis are:
- 2) The measurement scale of the variable must be interval or ratio.
- 3) The sample used is sufficient
- 4) Correlation of factor scores with total factor scores
- 5) Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) number > 0.50
- 6) The resulting significance is < 0.05
- 7) Anti-Image Correlation Figure > 0.50
- 8) Factor Loading figures are collected on one factor or component.

##### **b. Reliability Test**

Reliability testing is a method aimed at determining the consistency of measurement values. To observe how consistently an indicator as an instrument produces results, measurements are conducted twice or even more. To gauge the interaction between answers and questions, the results are compared with other questionnaires. Cronbach's alpha is a measure of data reliability. This test is conducted using SPSS V25.0 software. The following are the criteria for determining reliability:

- 1) If the Cronbach's Alpha value exceeds 0.6, then it is reliable.
- 2) If the Cronbach's Alpha does not reach 0.6, it is not reliable.

#### **Classical Assumption Test**

##### **a. Normality Test**

Normality testing is carried out to identify whether data distribution occurs normally or not. This test is proven using the SPSS application with the following provisions:

- 1) Probability > 0.05 indicates that the sample is normally distributed.
- 2) Probability < 0.05 indicates the sample is not normally distributed.

##### **b. Multicollinearity Test**

To ensure the regression model is free from indications of a strong relationship between variables, a multicollinearity test is necessary. Multicollinearity can be detected based on the Variance Inflation Factor (VIF) value. If the VIF is <10.00 and the tolerance is >0.10, there is no multicollinearity problem.

c. Heteroscedasticity Test

Heteroscedasticity is a condition where the variability in residual values is not constant between one observation and another. This condition indicates the presence of heteroscedasticity, while a good regression model should be free of it. If the pattern of points appears regular, heteroscedasticity is likely present (Ghozali, 2016c).

**Multiple Regression Analysis**

This analysis is applied if more than one independent variable is used. Multiple linear regression analysis, namely regression, has one or more dependent variables (Sugiyono, 2017a). The formula for the applied multiple regression equation is:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Explanation:

Y = Employee Performance

X<sub>1</sub> = Work Discipline

X<sub>2</sub> = Training

X<sub>3</sub> = Work Motivation

β<sub>1</sub>, β<sub>2</sub>, ..... = Beta coefficient

**Hypothesis Testing**

a. Simultaneous Test (F Test)

This test is conducted to evaluate whether all independent variables together show an influence on the dependent variable. The model can be said to be significant if the significance column  $\alpha < (0.05)$ .

b. Hypothesis Test (t-Test)

This test is used to evaluate the impact of each independent variable on the dependent variable individually, assuming the other independent variables show no change. Generally, the criteria for regression analysis are based on a 5% significance level ( $\alpha = 0.05$ ).

c. Coefficient of Determination (Adjusted R Square)

The coefficient of determination is applied to assess the accuracy of the regression model in representing the sample data. The Adjusted R Square indicates the percentage of variation in the dependent variable explained by the independent variables in the model. The high results obtained demonstrate the increasing capacity of the independent variables to explain the diversity in the dependent variable.

## 4. Results and Discussion

### Respondent Description

The results of the statistical description of respondents were conducted to determine the identity profile of the respondents who were the objects of this study. This profile includes: gender, age, education level, class, and length of service.

**Table 4.** Respondent Description

No	Respondent Identity		Frequency	
	Identity	Percentage	Respondents	Presentation
1	Gender	Man	62	67.4
		Woman	30	32.6
2	Age	< 25 Years	12	13.0
		25-30 Years	42	45.7
		31-40 Years	35	38.0
		> 40 Years	3	3.3
		High School/Equivalent	20	21.7
4	Education	Diploma	38	41.3
		Bachelor	29	31.5
		Postgraduate	5	5.4
3	Years of service	< 5 Years	8	8.7
		5-10 Years	39	42.4
		11-20 Years	32	34.8
		> 20 Years	13	14.1

Source: Processed data, 2025

### Respondents by Gender

The respondents' gender identity was mostly male, namely 62 people or 67.4%, while for women there were 30 people or 32.6%, meaning that there were more male employees of PDAM Tirta Ayu, Tegal Regency, than female employees.

### Respondents by Age

Based on the table, it shows that the age of the 92 respondents of PDAM Tirta Ayu Tegal Regency employees is mostly 25-30 years old or 45.7%, followed by 31-40 years old at

38.0%, followed by ages between <25 years or 13.0%, while the fewest employees are over 40 years old, as many as 3 respondents.

This indicates that in the study, PDAM Tirta Ayu Tegal Regency employees were dominated by productive employees who had more abilities and experience, and could support better service to the user community.

### **Respondents by Education**

Based on the table, it can be seen that of the 92 respondents, employees of PDAM Tirta Ayu, Tegal Regency, the majority were employees with a diploma (38 employees or 41.3%), while 29 employees with a bachelor's degree (31.5%). The remaining 20 employees had a high school diploma or equivalent (21.7%), and 5 employees had postgraduate degrees.

### **Respondents by Length of Service**

Based on the length of service of PDAM Tirta Ayu Tegal Regency employees, it is dominated by a work period of between 5-10 years, or as many as 39 people (or 42.4%), this shows that employees with a work period of sufficient experience, followed by employees with a work period of 10-20 years, namely as many as 32 employees or 34.8%, then in a work period of more than 20 years and less than 5 years, each as many as 13 employees or 14.1% and 8 employees as much as 8.7%.

### **Research Instrument Testing**

Based on this research, two procedures were used to measure the validity and reliability of the data: first, a validity test using the KMO & Bartlett's Test and the loading factor (component matrix). A statement item is said to be valid if the KMO value is  $> 0.5$  and the loading factor is more than 0.4. The second procedure is a reliability test using the Cronbach alpha coefficient. If the Cronbach alpha value is If alpha is greater than or equal to 0.6, the research instrument is declared reliable.

### **Validity Test**

Validity testing is used to measure the validity of a questionnaire. A questionnaire is said to be valid if it is able to reveal something that will be measured by the questionnaire. This research instrument uses factor analysis with the desired KMO provisions  $> 0.5$  to be able to conduct factor analysis and a loading factor value  $> 0.4$ . Validity testing is only carried out on the factors contained in this study. The results of the validity test in this study are Work Discipline, Work Training, Work Motivation and Employee Performance.

**Table 5.** Testing the Validity of Research Variables

Variables	KMO $> 0.5$	Item	Matrix Component Values	Loading Standards	Criteria
Work Discipline	0.820	Always maintain a good attitude	0.926	$> 0.4$	Valid
		Always present according to the rules	0.867	$> 0.4$	Valid
		Always maintain norms, obey	0.824	$> 0.4$	Valid
		Responsible for work results	0.871	$> 0.4$	Valid
		Appropriate training materials	0.708	$> 0.4$	Valid
Job Training	0.788	Appropriate training methods	0.689	$> 0.4$	Valid
		Training competencies	0.622	$> 0.4$	Valid
		Training facilities and infrastructure	0.856	$> 0.4$	Valid
		Effective & efficient training	0.818	$> 0.4$	Valid
		Motivation to achieve	0.850	$> 0.4$	Valid
Work motivation	0.876	Motivation in appreciation	0.790	$> 0.4$	Valid
		Motivation for responsibility	0.840	$> 0.4$	Valid
		Self-development motivation	0.685	$> 0.4$	Valid
		Motivation to hope to get a salary	0.807	$> 0.4$	Valid
		Motivation in policy	0.827	$> 0.4$	Valid
Employee performance	0.798	Motivation in employment relationships	0.816	$> 0.4$	Valid
		Motivation of a comfortable environment	0.729	$> 0.4$	Valid
		Good supervision motivation	0.779	$> 0.4$	Valid
		Good quality of work	0.875	$> 0.4$	Valid
		Good quantity of work	0.795	$> 0.4$	Valid
		Good cooperation	0.771	$> 0.4$	Valid
		Able to face problems	0.837	$> 0.4$	Valid

Source: Primary data processed in 2025

From the results, it can be explained that all KMO values are  $> 0.05$  and the loading factor (component matrix) value is greater than 0.4, thus it can be concluded that all items in the variable indicators of Work Discipline, Work Training, Work Motivation and Employee Performance are valid. Valid means the level of suitability of the questionnaire or

questionnaire used by researchers to obtain data from respondents is appropriate.

### **Reliability Test**

Reliability testing is a tool for measuring a questionnaire, which is an indicator of a variable or construct. A construct or variable is considered reliable if the Cronbach's alpha value is  $>0.7$  (Ghozali, 2016). The reliability testing in this study was for the variables Work Discipline, Job Training, Work Motivation, and Employee Performance. The results of the reliability testing are as follows:

**Table 5. Reliability Test**

Variables	Cronbach Alpha	Standard Value	Information
Work discipline	0.893	$> 0.70$	Reliable
Job training	0.790	$> 0.70$	Reliable
Work motivation	0.905	$> 0.70$	Reliable
Employee performance	0.832	$> 0.70$	Reliable

Source: Primary data processed in 2025

Based on the Reliability Test, it can be seen that the variables Work Discipline, Work Training, Work Motivation and Employee Performance is said to be reliable. This is evidenced by the overall Cronbach's alpha value  $> 0.7$ . This means that the questionnaire used in this study is truly reliable as a data collection tool.

### **Classical Assumption Test**

#### **Normality Test**

The normality test to test the normality of the residuals is the non-parametric Kolmogorov-Smirnov (KS) statistical test, the results are as follows:

**Table 6. Kolmogorov-Smirnov (KS) Normality Test**

	Unstandardized Residual
Test Statistics	.088
Asymp. Sig. (2-tailed)	.076 <sup>c</sup>
a. Test distribution is Normal.	
b. Calculated from data.	

The Kolmogorov-Smirnov (KS) value is 0.088 and is significant at 0.076, indicating that the residual data is normally distributed. This proves that  $H_0$  is accepted because the significance value of  $0.076 > 0.05$ .

#### **Multicollinearity Test**

The multicollinearity test aims to determine whether a regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables (Ghozali, 2011). Multicollinearity can be seen from the tolerance value and its opposite, the Variance Inflation Factor.

**Table 7. Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 X1	.510	1,960
X2	.397	2,522
X3	.422	2,368

Source: Primary data processed 2025

After looking at table 7 above, the Tolerance value is not more than 1, and the VIF value is not more than 10, it can be concluded that the processed data does not experience multicollinearity.

#### **Heteroscedasticity Test**

The heteroscedasticity test is used to determine whether a regression model contains similar or dissimilar variances between observations. Symptoms of heteroscedasticity can be seen by examining the Glejser test, which proposes regressing the absolute value of the residuals on the independent variable.

**Table 8. Heteroscedasticity Test**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	2,835	.659			4,300	.000
1 X1	-.053	.039	-.186		-1,332	.186
X2	.023	.050	.074		.466	.643
X3	-.043	.026	-.258		-1,678	.097

Source: Processed data, 2025

Based on the heteroscedasticity test results in the table, it can be clearly seen that none of the independent variables statistically significantly influence the dependent variable, the Absolute Ut value (AbsUt). This is evident from the probability of significance above the 5% confidence level. Therefore, it can be concluded that the regression model does not contain

heteroscedasticity.

### Regression Analysis and Hypothesis

After conducting validity and reliability tests, the next step is to formulate a regression equation from the independent variable to the dependent variable. Based on this equation, we can obtain information about the coefficient value for the independent variable. This analysis is used to determine the effect of the independent variable on the dependent variable.

### *The Influence of Work Discipline, Job Training, and Work Motivation on Employee Performance*

#### a. Linear Regression Test

Direct influence of work discipline, job training and work motivation on employee performance can be described in a regression model based on the following table:

Table 9. Hypothesis Test

Model	Independent Variables	t	Sig.	Information
Equality Between $X_1, X_2, X_3$ Against Y	Work discipline	5.377	0.000	accepted
	Job training	0.481	0.632	rejected
	Work motivation	5.300	0.000	accepted
Dependent Variable: Employee Performance				
Adjusted R Squared ( $R^2$ ): 0.703				
F : 72.905 ; Sig : 0.000				

Source: Primary data processed in 2025

From table 9 above, the regression equation is as follows:

$Y_1 = 0.430 X_1 + 0.044 X_2 + 0.465 X_3$ , where:

$Y_1$  : Employee performance

$X_1$  : Work discipline

$X_2$  : Job training

$X_3$  : Work motivation

The regression equation above has a regression coefficient value of 0.430 for the work discipline variable regression coefficient, 0.044 for the regression coefficient of Job Training And 0.465, which is the work motivation regression coefficient. Thus, it can be interpreted that the variables Work Discipline, Job Training, and Work Motivation have a positive influence on employee performance.

#### b. Coefficient of Determination

Based on the regression equation above, it can be seen that the Adjusted R Square value in table 9 is 0.703. This indicates that 70.3% of the variance in employee performance at PDAM Tirta Ayu can be explained by the variables of work discipline, job training, and work motivation simultaneously. In other words, the combined influence of these three factors contributes significantly to the improvement or decline in employee performance. The remaining 29.7% is influenced by other factors not included in this model. An  $R^2$  value of 0.703 is considered high, as it demonstrates that more than 70% of the variability in employee performance is accounted for by the independent variables. This finding reinforces that strong work discipline, well-structured training, and effective motivation are crucial pillars for enhancing employee quality and productivity in public service organizations such as PDAM.

#### c. Simultaneous Test

Based on table 9 above, the calculated F value of 72,905 with a significance level of 0.000, far below 0.05, means that the regression model meets the goodness of fit, so this model can be used to explain the variables of Work Discipline, Work Training and Work Motivation on employee performance.

### Hypothesis Testing

- The results of the regression analysis in table 9, namely the first hypothesis is accepted or the work discipline variable has a positive and significant effect on employee performance at PDAM Tirta Ayu, Tegal Regency, work discipline = 0.000 < 0.05 so that the first hypothesis is proven to be accepted.
- The results of the regression analysis in table 9, namely the second hypothesis is rejected or the job training variable has a positive and significant effect on employee performance at PDAM Tirta Ayu, Tegal Regency, job training = 0.632 > 0.05 so that the second hypothesis is proven to be rejected.
- The results of the regression analysis in table 9 provide support for the third hypothesis proposed, namely work motivation. has a positive and significant effect on employee performance at PDAM Tirta Ayu, Tegal Regency ( $q = 0.000 < 0.05$ ), so the third hypothesis is accepted or proven true.

## Discussion

### ***The Relationship between Work Discipline and Employee Performance at PDAM Tirta Ayu, Tegal Regency***

Based on the results of data analysis, it was found that work discipline has a positive and significant influence on the performance of PDAM Tirta Ayu employees in Tegal Regency. This shows that the higher the discipline possessed by employees, the better the performance shown in daily work activities. The work discipline indicators studied consisted of attitude, punctual attendance, compliance with norms and rules, and responsibility in completing work. The highest score was obtained for the statement "I as an employee always maintain norms and comply with company rules", which indicates that complying with company rules is one form of discipline that is highly maintained by PDAM employees. Complying with all company regulations, including punctual attendance, certainly supports the continuity of daily operations that require stable and responsive public services. Furthermore, the indicator "I, as an employee, always attend according to company regulations," in addition to attendance, and being responsible for my work, has a positive impact on performance assessments. These results indicate a strong relationship between discipline in adherence to work regulations and performance. Employee responsibility, as a dimension of discipline, also has direct implications for responsibility for the quality and quantity of work, which are part of employee performance indicators. This is evident in the high response to statements such as "I feel responsible for the quality of the work I do."

Furthermore, discipline also appears to influence the ability to deal with coworkers, as reflected in the performance indicator: "As an employee, I always maintain a good attitude towards others." This means that discipline not only results in punctuality and compliance with rules, but also always maintaining an attitude towards coworkers and superiors. Overall, these findings strengthen the thinking of Lubis, (2024) who stated that there is a significant relationship between discipline and worker performance, this is consistent with researchers, Siregar et al., (2021), Putri & Hikmah, (2023), Purbasari & Winarningsih, (2018), Siswani et al., (2024), that work discipline has a significant influence on performance that discipline is a reflection of responsibility, loyalty, and the ability to adapt to the work system. In the context of PDAM Tirta Ayu Tegal Regency, discipline is an important capital in creating excellent service that is oriented towards public needs.

As a practical implication, the management of PDAM Tirta Ayu in Tegal Regency can utilize these findings by developing a structured and sustainable work discipline strengthening program. This effort can begin with training that instills the values of responsibility and compliance as the foundation of a professional work attitude. Furthermore, implementing a reward system for punctual attendance and successful completion of tasks will encourage motivation and consistent performance. Management also needs to monitor work attitudes that support collaboration and the ability to find solutions to emerging problems in the field. With this strategy, improved work discipline will have a positive impact on employee performance, both individually and as a team, ultimately contributing to increased customer satisfaction and the overall competitiveness of PDAM services.

### ***The Relationship between Job Training and Employee Performance at PDAM Tirta Ayu, Tegal Regency***

The results of the analysis show that job training has a positive and insignificant effect on employee performance variables at PDAM Tirta Ayu, Tegal Regency. This can be perceived that the existence of good job training has not had an impact on improving the performance of PDAM Tirta Ayu, Tegal Regency employees. The job training indicators studied consisted of training materials, training methods, training competencies, facilities and infrastructure and effective and efficient training. The highest score was obtained in the statement "In training, the facilities and infrastructure are quite adequate", which indicates that providing training requires adequate facilities and infrastructure, with good facilities and infrastructure does not have an impact on employees in participating in training. With facilities and infrastructure provide comfort in participating in training. In addition, the indicator "The trainer's ability is very competent, with what is given in the training" in addition to the training method, the trainer's competence greatly influences the success or failure of participants (PDAM Tirta Ayu employees) in receiving the training material. The results of the training show a strong relationship between work results in carrying out work tasks and performance. Employee responsibility as one dimension of training also has direct implications for work results in terms of quality and quantity of work, which are part of employee performance indicators.

The results of job training also appear to influence the ability to face work, as reflected in the performance indicator: "I feel responsible for the quality of the work I do." This means that with sufficient training will produce good work in terms of quality and quantity. This finding has not been able to strengthen the thoughts of Syahrian, Prakoso, D. (2023) Job

training and work motivation do not affect employee performance. However, it is inconsistent with the opinion of Setiawan et al., (2024) who stated that partially job training has a positive and significant effect on employee performance, this is supported by researchers (Safitria & Wahdiniawati, 2023), (Lubis, 2024), (Siregar et al., 2021) (Permatasari et al., 2024) and also several other researchers. As a practical implication, the management of PDAM Tirta Ayu in Tegal Regency can utilize these findings by developing training programs that keep pace with increasingly rapid technological developments. This effort can begin with training that is more attuned to the times and increasingly advanced technology. Furthermore, increasingly complex competition requires more competent personnel or employees. Management also needs to monitor employee competencies to ensure they align with company and customer expectations. Regular training will positively impact employee capabilities in facing increasingly complex developments. With this strategy, improving employee competency will positively impact employee performance, both individually and as a team, ultimately contributing to increased customer satisfaction and the overall competitiveness of PDAM services.

### ***The Relationship between Work Motivation and Employee Performance at PDAM Tirta Ayu, Tegal Regency***

The analysis results show that work motivation has a positive and significant effect on employee performance variables at PDAM Tirta Ayu, Tegal Regency. Work activities contain elements of social activity, produce something, and ultimately aim to fulfill needs. With this motivation, humans work to fulfill the needs they fulfill. Without the demand to fulfill needs, there will be no human activity in the form of work to produce performance. Work is a form of activity that aims to obtain satisfaction. This satisfaction is a combination of the results of the employee's efforts and desires. Based on these efforts and desires, in this case, it is motivation for employees that influences the employee's performance displayed in their work. The work motivation indicators studied consisted of achievement, appreciation, responsibility, self-development, rewards, company policies, work relationships, work environment, and supervision as motivators. The highest score was obtained for the statement "I feel that a responsibility is a work motivation," which indicates that the work carried out as an employee's responsibility is a motivation to avoid disappointing all parties, with a feeling of high responsibility will have an impact on satisfactory results.

Another indicator with a fairly high score is "I feel that achievement is a motivation that must be worked on," this indicates that work achievement is something that makes work motivation, it is very natural that with good work motivation to expect good performance as well. In addition to achievement, employees are motivated to receive awards or recognition from the company, in addition to wanting to earn a decent income. An employee who carries out their functions according to the responsibilities given and is successful in quality and quantity is also called performance. Several important factors in employee performance assessment are quantity of work, quality of work, knowledge of the job and activity planning. The results of work motivation also appear to influence the responsibility for the quality and quantity of work, as reflected in the performance indicator: "I feel responsible for the quality of the work I do."

This means that with sufficient work motivation will produce good work in terms of quality and quantity. Overall, these findings strengthen the thinking of (Permatasari et al., 2024), who stated that work motivation also shows a significant influence on employee performance, this is supported by researchers (Putri & Hikmah, 2023), (Purbasari & Winarningsih, 2018), (Siswani et al., 2024), and there are still other researchers. The higher the work motivation, the higher the performance. And the higher the motivation, the higher the performance. The implication of this research is that to further improve performance, attention can be paid to each employee's work motivation and training outcomes.

## **5. Conclusion**

This research was scientifically conducted to analyze the influence of work discipline, work training, and work motivation on the performance of PDAM Tirta Ayu employees in Tegal Regency. The findings reveal several important insights. Firstly, the results indicate a positive and significant influence between work discipline and employee performance. This suggests that work discipline is crucial for improving employee performance. Secondly, the test results show a positive but insignificant influence between job training and employee performance. This implies that job training, at present, does not have a substantial impact on enhancing employee performance. Finally, the research demonstrates that work motivation has a positive influence on employee performance. This finding highlights that an increase in work motivation can lead to better performance among PDAM Tirta Ayu employees in Tegal Regency.

Based on the existing conditions of PDAM Tirta Ayu employees in Tegal Regency, and after analyzing the data, discussions, and conclusions, the author offers suggestions for future progress. This study demonstrates that work discipline, job training, and work motivation are essential factors that must be embraced to improve employee performance, especially for PDAM Tirta Ayu employees in Tegal Regency. These factors should be considered when making policies that aim to enhance employee performance. Work discipline plays a crucial role in the company's progress, ensuring that the organization operates according to its mission and vision. It is important for employees to adhere to rules and take responsibility for their tasks. Leadership must consistently emphasize work discipline for PDAM Tirta Ayu employees in Tegal Regency. Job training is also vital for improving customer service, as well-trained employees contribute to customer satisfaction and overall performance. Therefore, regular training sessions are conducted for PDAM Tirta Ayu employees in Tegal Regency to enhance their competencies. Work motivation requires attention from both supervisors and colleagues. By increasing employee motivation at PDAM Tirta Ayu in Tegal Regency, both employee and company performance can improve. Employee performance is influenced by factors such as work discipline, job training, and motivation. Future researchers are encouraged to expand on these findings and offer a more detailed analysis to benefit both organizations and researchers. Moreover, it is hoped that future studies will utilize qualitative methods to provide a deeper understanding of the user experience.

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