

The Influence of Job Training and Work Discipline on Changes in Employee Performance

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Abstract—This study aims to analyze the effect of job training and work discipline on changes in employee performance at J&T Soekarno-Hatta Warehouse Gate Away in Palu City. Changes in the business environment and increasing operational needs require delivery service companies to ensure optimal employee performance through improved competence and discipline. This study uses a quantitative approach by distributing a Likert scale questionnaire compiled based on theoretical indicators to measure the variables of Job Training (X_1), Work Discipline (X_2), and Employee Performance (Y). The sampling technique uses non-probability sampling, specifically the purposive sampling method, with operational employees as respondents. Data analysis was performed using multiple linear regression to determine the direct and simultaneous effects between variables. The coefficient of determination shows that job training and work discipline simultaneously affect changes in employee performance by 33.3%, while the remaining 66.7% is influenced by other variables outside the scope of this study. This research shows that training and work discipline are more effective in driving performance change when implemented in an integrated manner. This research is expected to provide a basis for logistics companies in designing more strategic training programs and discipline policies to sustainably improve employee performance.

Keywords: Job Training; Work Discipline; Changes in Employee Performance; Skills; Organizations

1. INTRODUCTION

Sorting process to take longer and requires additional handling by employees. The pileup of packages also often leads to customer reports of delivery status being “stuck at Palu Gateway.” This situation shows that the workload of employees increases significantly when the gateway's capacity is not proportional to the volume of packages that must be processed. This phenomenon indicates the need to improve employee competence through job training, especially in the areas of workload management, sorting speed, and system input accuracy. In addition, employee discipline, including punctuality, compliance with SOPs, and performance consistency, is also an important factor that affects the smooth running of the sorting and distribution process (Adda et al., 2022).

Thus, package backlogs and customer complaints regarding delivery delays reflect problems in employee performance, which are likely influenced by the effectiveness of job training and the level of work discipline. These issues form the basis for the need for research on the influence of job training and work discipline on changes in employee performance at J&T Gateway in Palu City.

In today's digital age, competition in the business world is fast-paced and dynamic. These dynamic environmental changes have forced various types of companies to adjust their vision, mission, and strategies to their power structures and systems. Businesses must be able to keep pace with increasingly sophisticated technological advances. The rapid development of high technology indicates that business operations will continue to be driven by technological innovation in the future. Businesses or organizations that want to thrive in a competitive market generally require a number of resources that serve as the foundation for competing with one another (Sarmigi et al., 2022).

Human resources, which manage business operations and procedures, are the most valuable asset for a company. A company can achieve its best results with effective human resources. An organization's human resources must be managed as well as possible so that they can carry out their duties and produce the best results. The most crucial individuals in a company are its human resources. To achieve organizational goals, people contribute their skills, knowledge, experience, and abilities (Sarmigi et al., 2022).

Employee training is considered very important so that companies or organizations are able to adapt to rapid technological developments while maintaining sustainable growth. The level of competition is increasing in line with business growth and expansion. Training that enables efficient delivery must be implemented to ensure the continuity and development of the corporate world (Zulfikar et al., 2024). Training is a process to improve workers' knowledge and skills. According to Purnaya, training provides an environment where workers can acquire or learn attitudes, skills, knowledge, and behaviors related to their work (Ananto et al., 2023).

Discipline can be defined as the state and sense of respect that an employee has for the regulations and rules of an institution. Discipline is also defined as a person's understanding and readiness to comply with all institutional regulations and social guidelines. A person's sense of responsibility for the tasks assigned to them is reflected in their effective work discipline. Employees will certainly strive to achieve optimal work efficiency through efficient work discipline due to the existence of time discipline or rules that have been established within the organization. To develop

effective regulations, work ethics, talent, and the impact of employee work, rules and regulations are very important to educate and guide employees in creating effective regulations within the organization (Ayu Ashari et al., 2024).

By understanding the dynamics of organizational change and its impact on employee performance, organizations can develop more effective change management strategies. This enhances the company's ability to compete and adapt in an ever-changing business environment, as well as helping to maintain high employee performance during periods of transition (Putri et al., 2023).

This study aims to determine how changes in employee performance at the J&T Soekarno-Hatta Warehouse Gate Away in Palu City are influenced by job training and work discipline. This study has scientific significance because companies need disciplined and trained employees to keep up with operational demands and technical advances in this fast-paced digital era. Although discipline ensures that employees follow established instructions and rules, training is necessary to improve work skills. Companies can learn how to effectively improve employee performance in order to grow and compete in an ever-changing business environment by paying attention two criteria.

2. RESEARCH METHODS

This study uses a quantitative approach with descriptive statistical methods. Quantitative research is a research approach that uses numerical data to answer research questions. This approach emphasizes objective measurement, standardized data collection, and the use of statistical analysis to test hypotheses or explain a phenomenon. Quantitative research is often used to study the relationship between variables, measure frequency, or identify patterns in a particular population (Waruwu et al., 2025). The quantitative approach is used to measure and analyze the effect of independent variables, namely job training (X1) and work discipline (X2) on the dependent variable, namely changes in employee performance (Y). This research was conducted at the J&T Gateway Warehouse located on Jl. Soekarno-Hatta, Kec. Mantikulore, Palu City, Central Sulawesi, and the research period lasted for approximately 3 weeks in November.

This study was systematically structured to ensure objective data collection and analysis. The initial stage began with a literature review to identify relevant variables, indicators, and research models. The next stage was the development of a questionnaire tailored to the characteristics of the respondents, namely operational employees directly involved in the sorting and distribution process. Prior to the main analysis, the data were checked for completeness to ensure all questionnaires were completed correctly. Descriptive statistical analysis was then performed to illustrate the trends in respondents' responses. This analysis aimed to provide a general overview of employee perceptions of job training, work discipline, and changes in employee performance.

Multiple linear regression analysis was used because this method can test the effect of more than one independent variable on a single dependent variable, either simultaneously or partially. The F-test was used to examine the joint effect, the t-test to examine the influence of each variable, and the coefficient of determination was used to determine the contribution of the research model in explaining changes in employee performance. This approach was chosen because it aligns with the research objective of examining causal relationships between variables based on measurable quantitative data. The results of the analysis were then interpreted by linking them to theory and previous research.

2.1 Job Training X1

Training in competencies, skills, and abilities (conducted both during and after occupying a certain position or profession). In an organization, education is viewed as a process of acquiring information and abilities in accordance with managerial qualifications from educational backgrounds and fields of work, or as activities or exercises to improve quality (M. D. Lestari et al., 2023). Job training is very important for employees and companies. It can help organizations/companies achieve their goals (Jono et al., 2022). Training organization that provides training as a way to improve knowledge, skills, behavior employees, understand issues related to work (Parashakti & Noviyanti, 2021).

Training is a short-term, structured educational procedure that focuses on specific needs and provides workers with the information and skills they need to perform their tasks effectively (Peter et al., 2024). Training is intended to improve the abilities, skills, knowledge, and attitudes of employees so that they can perform their tasks more effectively. In other words, training is necessary for every employee to be able to work better (Ridwan, 2023). Job training is measured by five dimensions: 1) Instructors, 2) Training participants, 3) Training methods, 4) Materials or curriculum, and 5) Training objectives (Mey, 2021).

Based on the above definition, it can be concluded that job training is a planned procedure organized by a company to improve the quality of employees by developing their knowledge, skills, abilities, and work attitudes. Employees receive comprehensive training both during and after their employment with the aim of improving their ability to carry out their duties. Overall, training helps improve performance, build expertise, and align employee competencies with the demands of the position and the company.

2.2 Work Discipline X2

Work discipline is an action taken by employees to comply with all company rules, both written and unwritten, to perform their duties properly and on time, consciously, responsibly, and without coercion from any party. If employees

are able to be disciplined in complying with all rules and regulations set by the company, the working atmosphere will be very pleasant, enabling employees to work well and achieve optimal results. Conversely, if employees are unable to exercise discipline properly and feel compelled to do so, they will behave as they please, causing discomfort in the workplace (Farikha et al., 2020).

Work discipline is a concept that encompasses obedience, responsibility, and good work behavior of an individual in the work environment (Rizal et al., 2024). Work discipline is an attitude and behavior that demonstrates loyalty, obedience, compliance, regularity, and orderliness towards organizational or company standards and prevailing social norms. For companies, the implementation of work discipline is very important. Work discipline ensures the maintenance of order and smooth operations of the company, which ultimately produces the best results. Work discipline creates a positive work environment for employees, which increases their enthusiasm for their work (Hasanah & Dewi, 2023).

Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior in accordance with the established rules (Aulia et al., 2024). Work discipline is to ensure compliance with business policies and procedures through a combination of managerial strategies and personal attitudes. In addition to assisting in behavioral change, work discipline increases employees' understanding and willingness to comply regulations, all of which improve the overall effectiveness and efficiency organization (Adhelina et al., 2024).

Work discipline is measured based on five dimensions: 1) Adherence to time rules, 2) Adherence to company regulations, 3) Adherence to behavioral rules, 4) Adherence to other regulations (Pranitasari & Khotimah, 2021).

From the above definitions, it can be concluded that work discipline is the attitude and behavior of employees that demonstrate compliance with company rules, standards, and norms. Discipline is reflected in good attendance, dress code, proper use of work facilities, working according to standards, and responsibility for tasks. Discipline serves to maintain order and smooth work processes, while also serving as a tool for leaders to shape employee behavior. Overall, work discipline is important for improving the effectiveness, efficiency, and results of an organization's work.

2.3 Changes In Employee Performance Y

Performance is an employee who carries out their duties in accordance with the responsibilities assigned to them and succeeds in terms of both quality and quantity. An employee's work performance based on agreed-upon quantity and quality is the general definition of performance (Silaen Novia Ruth et al., 2021). Employee performance is one of the important aspects in achieving the goals of a company or institution. Good employee performance in a company or institution can help the company or institution achieve its desired goals (Ode Askila & Hanifa, 2024). Performance is the result of work carried out in accordance with applicable work behavior standards. This shows that an employee is able to apply the correct work procedures to produce high-quality work (Andriani et al., 2023).

Employee performance is the ability to meet job requirements, which is when a work target can be completed on time or within the deadline so that it is in accordance with the morals and ethics of the company. Thus, employee performance can contribute to the company (Husna & Prasetya, 2024).

Employee performance can contribute to the company. Performance is the overall level of success of an individual while carrying out tasks during a certain period. Every organization or company pays close attention to the performance of its human resources in order to determine assessments for predetermined targets. This is because, at the same time, employees also need feedback on their work results in the future (Arista & Nurlaila, 2022). Employee performance is measured based on five dimensions: 1) Work Quality, 2) Work Quantity, 3) Responsibility, 4) Cooperation, and 5) Initiative (Alfaridzi & Sari, 2021).

From the above definitions, it can be concluded that employee performance is the work achieved by an employee or group in accordance with their responsibilities, as seen from the quality and quantity of their work. Performance reflects how well tasks are completed based on applicable work standards to achieve organizational effectiveness and efficiency. Good performance is very important for companies because it helps achieve goals, supports organizational development, and forms basis for employee assessment and feedback during a certain period.

2.4 Research Model

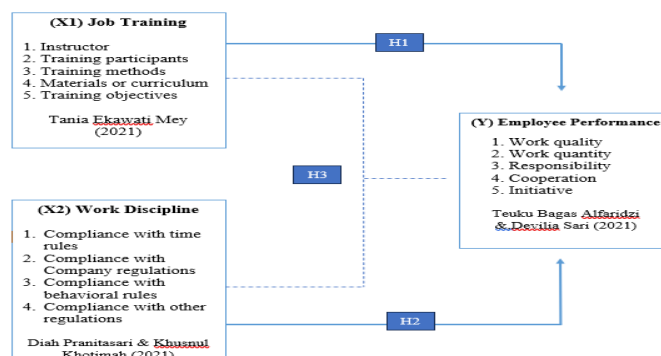


Figure 1. Research Methods

3. RESULTS AND DISCUSSION

3.1 Descriptive Statistics of Variables

The purpose of descriptive statistics is to explain the empirical trends of each indicator that forms the variables of Job Training (X1), Work Discipline (X2), and Performance Change (Y).

Table 1 . Descriptive Statistical Table Results for Variable X1 (Job Training)

	Descriptive Statistics		
	N	Mean	Std. Deviation
X1.1	30	4.1333	.68145
X1.2	30	4.0667	.69149
X1.3	30	4.0333	.76489
X1.4	30	4.1667	.91287
X1.5	30	4.2000	.76112
X1.6	30	4.3333	.80230
X1.7	30	3.9000	.71197
X1.8	30	4.1667	.64772
X1.9	30	4.1000	.71197
X1.10	30	3.9667	.85029
X1.11	30	4.1000	.99481
X1.12	30	4.2333	1.00630
X1.13	30	4.0333	.71840
X1.14	30	4.1333	.77608
X1.15	30	4.3333	.75810
X1	30	61.9000	7.07277

Table 1 based on the results of the descriptive analysis above, it can be seen that the indicator with the highest average value is X1.6, which is 4.3333. This value indicates that the level of employee discipline in attending training is in the excellent category. This can be seen from the employees' habit of always arriving on time, participating in the entire training program, and showing a responsible attitude towards the learning process. This condition indicates that the aspect of discipline not only meets the standards but is also one of the main strengths in the implementation of training in the company. The indicator with the lowest average value is X1.7, which is 4.1000. Although this value is still in the good category, it shows that the training methods used are not yet fully in line with the type of material provided. This means that there is still a gap between the training delivery techniques and the participants' needs, so that certain materials may not be delivered optimally. This finding is important input for the company to evaluate and adjust its learning methods. By improving the suitability of the training methods, the effectiveness of the training program will increase, participants' understanding can be maximized, and learning objectives can be better achieved.

Table 2. Descriptive Statistics Results for Variable X2 (Work Discipline)

	Descriptive Statistics		
	N	Mean	Std. Deviation
X2.1	30	4.4667	.62881
X2.2	30	4.4000	.67466
X2.3	30	4.4000	.62146
X2.4	30	4.3000	.70221
X2.5	30	4.4000	.89443
X2.6	30	4.3333	.66089
X2.7	30	4.4000	.77013
X2.8	30	4.2667	.86834
X2.9	30	4.4000	.67466
X2.10	30	4.3667	.76489
X2	30	43.7333	4.28255

Tabel 2 based on the results of the descriptive analysis above, the indicator with the highest average value is X2.1, which is 4.4667. This value indicates that employees have a very good level of punctuality in coming to work according to the schedule set by the company. The high score on this indicator reflects that employees are able to maintain time discipline, meet company operational standards, and demonstrate commitment to their job responsibilities. This punctuality can also be an indicator that the work environment supports the creation of a positive culture of discipline. Meanwhile, the indicator with the lowest average value is X2.8, which is 4.2667. Although this value is still in the good category, it shows that employees' ability to establish harmonious working relationships and

collaborate with colleagues from other units is considered relatively lower than other indicators. These findings indicate the need for improvement in cross-unit communication, work coordination, and stronger interpersonal relationships so that interdepartmental collaboration can run more effectively. By improving these aspects, it is hoped that the productivity of the team and the organization as a whole can increase significantly.

Table 3. Descriptive Statistics Results for Variable Y (Changes in Employee Performance)

	Descriptive Statistics		
	N	Mean	Std. Deviation
Y.1	30	4.3000	.70221
Y.2	30	4.2000	.80516
Y.3	30	4.1000	.80301
Y.4	30	3.9000	.84486
Y.5	30	4.0333	.96431
Y.6	30	4.3667	.71840
Y.7	30	4.2000	.71438
Y.8	30	4.4667	.62881
Y.9	30	4.3667	.66868
Y.10	30	4.3000	.65126
Y.11	30	4.3333	.75810
Y	30	46.5667	4.98054

Table 3 based on the results of the descriptive analysis above, the indicator with the highest average value is Y.4, which is 4.4667, with the statement “Continue to work carefully even when handling various types of work at the same time.” This high value indicates that most employees are able to maintain a good level of accuracy even when multitasking. This illustrates that employees have strong time management and work focus skills, so that various tasks carried out simultaneously can still be completed well without reducing the quality of the work. This condition is certainly an important strength in supporting work effectiveness and productivity in the company environment. The indicator with the lowest average score is Y.8 with a score of 3.900, which indicates that the ability to collaborate between employees still needs more attention. This value indicates that collaboration, especially in working together to support smooth operational processes, is not yet optimal when compared to other indicators. This can be used as input for the company to increase activities that encourage interaction, communication, and teamwork, such as teamwork training, interdepartmental coordination activities, or soft skills improvement programs. By strengthening cooperation, operational processes are expected to run more smoothly and efficiently, and improve overall performance quality.

3.2 Hypothesis Testing

3.2.1 Simultaneous Test (F-Test)

Table 4. Simultaneous Test Results

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	239.674	2	119.837	6.745	.004b
Residual	479.693	27	17.766		
Total	719.367	29			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Table 4 based on the F test results in the table above, it is known that the calculated F value is 6.745 with a significance value of 0.004. Because the significance value is less than 0.05, it can be concluded that the regression model used is valid and capable of explaining the relationship between the variables in this study. This means that the variables of job training (X1) and work discipline (X2) simultaneously have a significant effect on employee performance (Y). This shows that these two variables cannot be ignored, as they are proven to contribute to changes or improvements in employee performance. In addition, the Mean Square value in the regression of 239.674, which is greater than the Mean Square value in the residual of 119.837, indicates that the variation explained by the model is much greater than the variation not explained by the model. In other words, the regression model has a strong ability to predict changes in employee performance based on training and work discipline. Therefore, the results of the F test further reinforce that these two independent variables together play an important role in improving employee readiness and ability to respond to various changes occurring within the organization.

3.2.2 Partial Test (t-Test)

Table 5 . Partial Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.463	8.109		2.154	.040
X1	.206	.172	.293	1.197	.242
X2	.374	.285	.321	1.313	.200

a. Dependent Variable: Y

Table 5 based on the t-test results table above, it can be explained that the job training variable (X1) has a t-value of 1.197 with a significance value of 0.242, while variable X2 has a t-value of 1.313 with a significance value of 0.200. Since both significance values are greater than 0.05, it can be concluded that neither X1 nor X2 has a significant partial effect on variable Y. This means that individually, each independent variable is not yet able to explain significant changes in the dependent variable in this regression model. This condition indicates that although both variables are simultaneously proven to have an effect (in the F test), individually, each variable does not yet contribute significantly to Y, as is often found in quantitative research when a strong effect only appears when the variables are tested together.

In the research by (S. Lestari & Afifah, 2020) shows that work discipline does not significantly affect employee performance. The t-value is $1.639 < t$ table 1.678 and the significance value is $0.108 > 0.05$, so H_a is rejected and H_0 is accepted. This means that, partially, work discipline does not affect the performance of employees in the production department of PT Ardena Artha Mulia. As also stated in the research by (Batistuta & Atmajawati, 2024) shows that job training does not have a significant effect on employee performance because the significance value is $0.280 \geq 0.05$, so H_1 is rejected. Similarly, the work discipline variable was also proven to have no significant effect on the performance of PT Wangta Agung Surabaya production department employees, so the hypothesis was also rejected.

3.2.3 Coefficient of Determination (R²)

Table 6 . Results of the Coefficient of Determination Test

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.284	4.21502

a. Predictors: (Constant), X2, X1

Tabel based on the model summary table above, it is known that the correlation coefficient (R) value is 0.577. This value indicates a fairly strong relationship between the variables of job training (X1) and work discipline (X2) with the variable of changes in employee performance (Y). The coefficient of determination or R Square value of 0.333 is obtained from squaring the R value, which is $0.577 \times 0.577 = 0.333$. This coefficient of determination indicates that job training and work discipline simultaneously affect employee performance change by 33.3%, while the remaining 66.7% (100% – 33.3%) is influenced by other variables outside this research model. Meanwhile, the Adjusted R Square value of 0.284 shows that after adjusting for the number of independent variables, the regression model is still able to explain 28.4% of the variation in employee performance changes. The Standard Error of the Estimate value of 4.21502 indicates that there are still deviations or other unmeasured factors in the model. Overall, these results confirm that job training and work discipline have a significant influence on changes in employee performance, in line with the research focus on “The Influence of Job Training and Work Discipline on Changes in Employee Performance.”

3.3 Discussion

The regression coefficient for Job Training (X1) shows that this variable has an effect on Employee Performance Change (Y) with a t-value of 1.197 and a significance level of $0.242 > 0.05$. These results indicate that job training does not yet have a significant effect on changes in employee performance. This means that even though training is provided to employees, its effectiveness is not yet optimal in improving their readiness and ability to adapt to job demands. This condition may be caused by training methods that are not suitable for the material or job requirements, so that the competency improvement obtained is not strong enough to drive individual performance change.

The Work Discipline (X2) regression coefficient shows that this variable has an effect on Employee Performance Change (Y) with a t-value of 1.313 and a significance level of $0.200 > 0.05$. These results indicate that work discipline has not had a significant partial effect on changes in employee performance. This means that even though employees demonstrate punctuality and compliance with rules, this consistency is not strong enough to drive individual performance improvement. This condition may occur because several aspects of discipline, such as the ability to collaborate across units and maintain harmony within the team, are still considered suboptimal, so their influence on performance change is not yet significantly visible.

Based on the results of the coefficient of determination (R Square) analysis of 0.333, it can be concluded that job training and work discipline are able to explain their influence on changes in employee performance by 33.3%, while the remaining 66.7% is influenced by other factors not included in this study. These findings indicate that both independent variables contribute significantly to performance change, although they are not the only determining factors.

Simultaneously, the F test results show a value of 6.745 with a significance level of $0.004 < 0.05$, proving that job training and work discipline together have a significant effect on employee performance change. This finding reinforces that organizations that provide targeted training and implement good disciplinary standards will be able to improve employee readiness to adapt to job demands and changes in the work environment. For example, companies that routinely conduct needs-based training, provide disciplinary guidance, and monitor employee discipline at work tend to develop a more focused, responsible, and ready workforce to improve their performance quality.

Thus, the results of this study confirm that job training and work discipline are two important aspects that organizations need to pay attention to in order for employees to have better skills, attitudes, and work consistency. The more effective the training programs provided and the stronger the culture of discipline built, the greater the opportunity for organizations to drive optimal changes in employee performance.

4. CONCLUSION

This study shows that job training and work discipline have a positive and significant effect on employee performance changes at the J&T Soekarno-Hatta Warehouse Gateway in Palu City. Simultaneous test results prove that both variables play an important role in improving employee performance, where job training improves employee competence and readiness in carrying out tasks, while work discipline reflects compliance, punctuality, and responsibility in carrying out work. Overall, the research model is able to explain 33.3% of changes in employee performance, indicating that the more effective the training program and the stronger the culture of discipline that is implemented, the higher the ability of employees to adapt to job demands and changes in company operations. Overall, this study confirms that improving employee performance in a dynamic work environment cannot be achieved instantly, but rather through a continuous development process. Job training and work discipline should be viewed as long-term investments by companies in building superior human resources. With proper management, these two aspects can form the foundation for creating competent, responsible, and change-ready employees. Therefore, companies are advised to continuously evaluate the effectiveness of training programs and work discipline policies to ensure they have a tangible impact on employee performance.

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