

Research Article

The Influence of Training and Work Motivation on Employee Performance Through Work Discipline as an Intervening Variable

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Abstract

This study examines how training and work motivation impact employee performance, with work discipline as a mediator. Data was collected through questionnaires distributed to respondents using Non-probability Sampling with a purposive sampling technique. The survey collected data from 110 employees at the Human Resources Bureau of Kementerian PPN/Bappenas from March to April 2023. Structural Equation Modeling (SEM-PLS) was used for data analysis, with SmartPLS 3.0 software used for measurement model testing (outer model), structural model testing (inner model), and hypothesis testing. The results showed that education and training positively and significantly impacted work discipline. In contrast, training did not significantly affect employee performance. Work motivation positively and significantly impacted both work discipline and employee performance. Additionally, work discipline mediated the relationship between education and training and employee performance and the influence of work motivation on employee performance. This research can help agencies improve employee performance by providing insights and recommendations.

Keywords: Training, Work Motivation, Work Discipline, Employee Performance, SEM-PLS

JEL Classification: M14, M53, M54,

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1. Introduction

Application of human resources (HR) apparatus in making organizational performance successful. Considering that the role of human resources (HR) in the apparatus is a very important factor that cannot even be separated from an organization because it is the dominant capital of an organization, it needs development and empowerment. Along with its development, organizations must often pay more attention to managing their human resources. Even though issues are often heard about the importance of human resource management in government organizations, it still needs to be handled in a planned and focused manner, both by organizations and individuals as employees. Therefore, the potential of every human resource in the organization must be utilized as well as possible to provide maximum results (Mangkunegara, 2018). In achieving its goals, every organization will use existing resources as effectively and efficiently as possible. Human resources have an important role in achieving agency goals, which still need to be completely replaced by other resources (Umiyati et al., 2022). Human resources are now recognized as an organization's most valuable resource.

Currently, the era of globalization requires every organization to be prepared to face the changes that continue to occur to become more advanced and mature. For an organization to become more advanced and mature, as expected, every organization must have qualified and professional employees and high competitiveness to boost energy and a strong foundation for an organization (Eliana, 2020).

As time progresses, the problems experienced by a country become increasingly complex. This problem requires the government and all elements of society to work together to solve this problem. In this case, planning is needed so that later, the development that will be implemented will have a real impact and can overcome existing problems (Tobari, 2015).

A developed country must be supported by mature development planning. Every plan must have clear direction and objectives to realize progress for the country optimally. Within the scope of a country, of course, many areas must be considered, such as natural resources, human resources, education, culture, economics, employment, social and community affairs, as well as facilities and infrastructure. All of these areas require serious and continuous attention in terms of planning so that they can create progress for the country. The success of policy formulation in order to plan development is very dependent on the aspect of empowering human resources. Therefore, the human resources aspect is the main thing that needs to be considered, considering that the position and role of civil servants as state officials who act as public servants must be able to carry out their duties optimally. Civil servants must have the ability, loyalty, and integrity to carry out their duties and responsibilities to participate in government, development, and community activities effectively and efficiently (Suwatno & Yuniarsih, 2013).

Performance is basically what employees do, influencing many of their contributions to the agency, including the quality of service provided. In order to improve employee performance, agencies need to develop appropriate human resources in accordance with a supportive work environment. For performance to be more optimal, the development of human resources for this apparatus must be carried out continuously, systematically, and integrated (Tobari, 2015). Factors used to improve employee performance include training (Afandi, 2018), work motivation and work discipline (Turangan et al., 2016). In other words, employees' training, work motivation, and work discipline can positively contribute to improving employee and organizational performance as previously planned.

Human resource development for government employees through training (education and training) is a factor that influences employee performance to develop human resources, especially intellectual abilities and human personality. Placing someone in a field or any profession cannot guarantee that they will be automatically successful. Employees often need to remember their roles and responsibilities. Job demands and a person's abilities must be balanced with the training program. Training activities are necessary for employee development and growth (Simamora, 2017).

Training (education and training) aims to maintain and improve employee competency to achieve organizational effectiveness through career development for the Human Resources Bureau of the Ministry of National Development Planning/Bappenas employees. Education and training emphasize increasing the ability to do specific work at this time (Kholis et al., 2022).

Work motivation also influences employee performance. High performance is associated with high motivation, and vice versa, and low motivation is associated with low performance. The word motivation comes from the Latin word "movere," this word means "to push or move." In order for the performance of each employee to increase, a driver or factor is needed to make the employee's performance meet expectations. Motivation is also one of the most important and effective factors in employee performance.

Motivation is a driver or motivator for employees who are directed towards achieving the goals of the agency and the employees themselves. Employees' positive and positive mental attitude towards the work situation strengthens their work motivation to achieve maximum performance. With the work motivation that employees of the Human Resources Bureau of the Ministry of National Development Planning/Bappenas have to meet their needs, the influence can be seen on employee performance. Where employees will do work based on the desire to excel and obtain better performance in the office (Cahyani et al., 2021). Moreover, the lack of training and employee work motivation at the Human Resources Bureau of the Ministry of National Development Planning/Bappenas impacts the low level of employee work discipline, ultimately impacting employee performance on effective criteria. In other words, employee performance has yet to achieve maximum results.

Discipline plays an important role in the development of human resources. An employee with a high level of discipline will work well and can improve organizational performance Ardini & Fadli (2017). Therefore, to achieve maximum results in carrying out work, an employee needs an awareness of discipline.

Work discipline is a tool used by structural staff to communicate with employees so that they are willing to change their behavior and increase their awareness and willingness to comply with all applicable regulations and social norms (Hasibuan, 2017). For this reason, every employee, apart from being required to have knowledge, skills, and abilities, must also have experience, motivation, self-discipline, and high work enthusiasm so that if the performance is good, then the performance of the agency will also increase which will lead to achieving the goals of the agency through quality work which is conducted.

2. Literature Review and Hypothesis

Grand Theory

The central issue often used as a study related to human resources in organizations is performance, so the smooth and successful completion of a job is largely determined by the quality of the resources owned, both natural and human. Progress will be achieved quickly if it is supported by sufficient natural resources, especially quality human resources. On the other hand, progress will be hampered if natural resources and human resources are relatively limited. Natural resources are passive resources, the existence of which is very dependent on the quality of human resources that manage them. If you pay closer attention, it can be stated that the nuances of human resource development are improving employee performance, which reflects the ability of organizational members to work, meaning that it is through performance that the achievements of each employee are assessed and measured according to criteria previously determined by the organization.

Employee performance has a strong relationship with human resource empowerment because it is part of the indicators in determining how to achieve high levels of productivity in an organization. Performance is an important aspect in efforts to achieve a goal. Achieving maximum goals is the result of good team or individual performance, and vice versa; failure to achieve the targets that have been formulated is also the result of team performance that could be more optimal.

Hypothesis*The influence of training on work discipline*

Training (education and training) is an effort to develop human resources, especially intellectual abilities and human personality. Therefore, to obtain maximum results in employee development, education and training programs that follow job analysis are needed so that employees know the goals of the education and training they are carrying out (Kholis et al., 2022). Education concerns the development of knowledge and social skills and a person's personality, which is also influenced by environmental conditions, such as schools and the like, resulting in changes in attitudes, behavior, thoughts, and feelings (Umiyati, 2020). This finding aligns with research by Herniawati et al. (2020) and Agustiar et al. (2017), showing that training positively and significantly affects work discipline.

H1: Training has a positive and significant influence on work discipline

The effect of training on employee performance

Training is one way to deal with job description problems for employees. The better the training given to employees and the more frequent the training provided by the organization, the more employee performance will be improved because employee knowledge will increase, which will positively impact the organization in improving employee performance. This opinion is supported by research by Juanna et al. (2023) showing that education and training (Diklat) positively influence employee performance. This influence indicates that employees who take part in education and training (training) and have good skills will be able to do their jobs well.

H2: Training has a positive and significant impact on employee performance.

The influence of work motivation on work discipline

Motivation comes from the Latin word "Movere," which means encouragement or driving force. Motivation is very necessary for someone to carry out all their activities. In life, a person needs motivation so that employees who will or are carrying out their activities can be maintained for their survival. A person's motivation to carry out activities arises to fulfill needs. If a person's needs are met, his motivation will decrease, resulting in the idea that motivation is also needed to achieve certain goals and can be developed if new needs arise for both employees and agencies (Tahir, 2014).

The work motivation of employees of the HR Bureau of the Ministry of National Development Planning/Bappenas can predict a person's success and success. Enthusiastic individuals are usually always optimistic and confident in their ability to do something. On the other hand, individuals with low self-confidence will experience obstacles in their lives, both in interacting with others and at work. Work motivation is a need that encourages someone to do something. This need causes people to behave in certain ways to achieve goals. A person often fulfills a goal and rarely appears in vain. With work motivation, a person will feel encouraged and willing to carry out activities or work by giving the best of himself by achieving the goals that have been set. This opinion is supported by research by Safani Sitorus (2021) and Wahyuningsih & Noviah (2023), which states that work motivation has a significant influence and is related to work discipline. This finding means that the higher the employee's work motivation, the higher the employee's work discipline.

H3: Work motivation has a positive and significant influence on work discipline.

The influence of work motivation on employee performance

Motivation is one aspect that influences employee performance. Motivation conditions are good for employees if they can support performance. Work motivation can also be interpreted as stimulated and goal-oriented needs to achieve satisfaction. Growing employee work motivation is important because it can automatically create enthusiasm and optimism within themselves to work harder and produce something good for the agency (Pettarani et al., 2018). Employees with good motivation will feel embarrassed if they work carelessly, do not work seriously, or even if the work results are unsatisfactory. This opinion in-line with previous research from Kumarawati et al. (2017) and Hotiana & Febriansyah (2018), showing that motivation has a positive and significant effect on employee performance.

H4: Work motivation has a positive and significant influence on employee performance

The influence of work discipline on employee performance

Etymologically, discipline comes from the word "disciple," meaning follower, believer, and teaching. Discipline refers to circumstances where employee compliance with existing regulations within the agency exists. According to Turangan et al. (2016) stated that work discipline is one of the attitude factors in acting that influences employee performance. Good discipline shows how someone is responsible for the tasks given to him. The high level of discipline of employees of the HR Bureau of the Ministry of National Development Planning/Bappenas can also be influenced by the training and motivation of the employees themselves. Factors influencing employee discipline include obeying rules, using time effectively, responsibility, and absenteeism rates. According to Turangan et al. (2016) stated that work discipline is one of the attitude factors in acting that influences employee performance. Good discipline shows how someone is responsible for the tasks given to him. Research by Mahale et al. (2017) shows that work discipline positively and significantly affects employee performance.

H5: Work Discipline Has a Positive and Significant Influence on Employee Performance.

The effect of training on employee performance through work discipline as an intervening variable

Performance is the achievement or result of work, both quality and quantity, achieved by human resources in carrying out their duties optimally to achieve agency goals. Besides that, it can also be a basic benchmark for measuring the extent of an agency's success (Tobari, 2015). Research by Marharani et al. (2022) and Kholis et al. (2022) shows that training positively and significantly affects employee performance through work discipline.

H6: Training positively and significantly influences employee performance through work discipline as an intervening variable.

The influence of work motivation on employee performance through work discipline as an intervening variable

By involving work discipline as an intervening variable, the contribution of motivation to employee performance through work discipline will be higher. Work motivation regarding employee performance at the HR Bureau of the Ministry of National Development Planning/Bappenas already has sufficient motivation. Indicators related to motivation through work discipline, namely, employees are always on time in completing work and are very responsible for work that must be completed well. According to Robbins dalam Supriyadi (2022), motivation is the willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet several individual needs. Needs occur when there is no balance between what is owned and expected. Based on research by Achmad et al. (2018), Candana et al. (2020), Muriani et al. (2018), and Permatasari et al. (2019), motivation has a positive and significant effect on employee performance through work discipline.

H7: Work motivation positively and significantly influences employee performance through work discipline as an intervening variable.

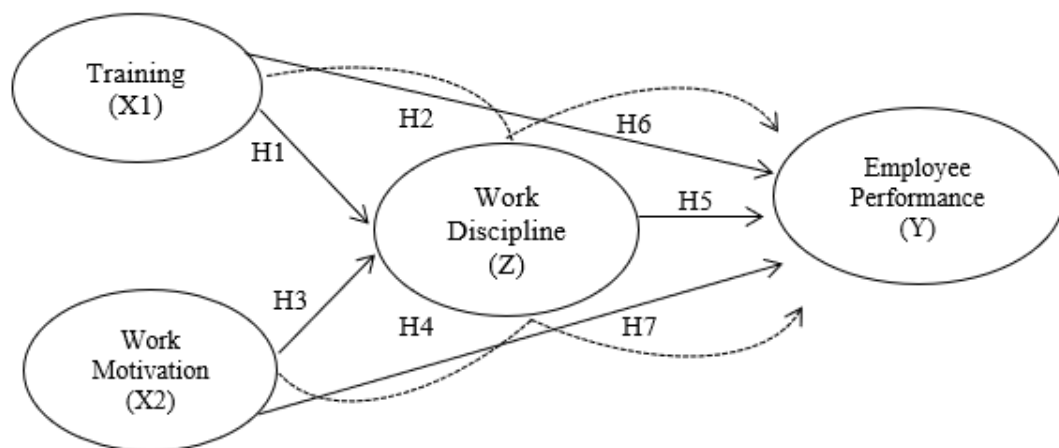


Figure 1. Concept Framework

3. Data and Method

The approach used in this research uses quantitative methods and explanatory research methods. The population in this research are employees of the HR Bureau of the Ministry of National Development Planning/Bappenas, especially employees who have carried out training. This research uses a Non-Probability Sampling technique using Purposive Sampling. The sample used in this research was 110 respondents using interpretive estimation with the Structural Equation Model (SEM). The measuring instrument used in this research is the Likert scale. This research uses primary data and secondary data. The data collection method used is a questionnaire.

4. Results

Test Data Research Instruments

Validity tests are carried out to determine the accuracy of each statement item; as a trial used in the validity test, 30 respondents were a sample of the research population. Reliability testing measures the consistency of the questionnaire used in this research. The reliability test uses Cronbach's alpha value. A variable is declared reliable with a Cronbach's alpha value > 0.6 .

Table 1. Data Research Instruments Results

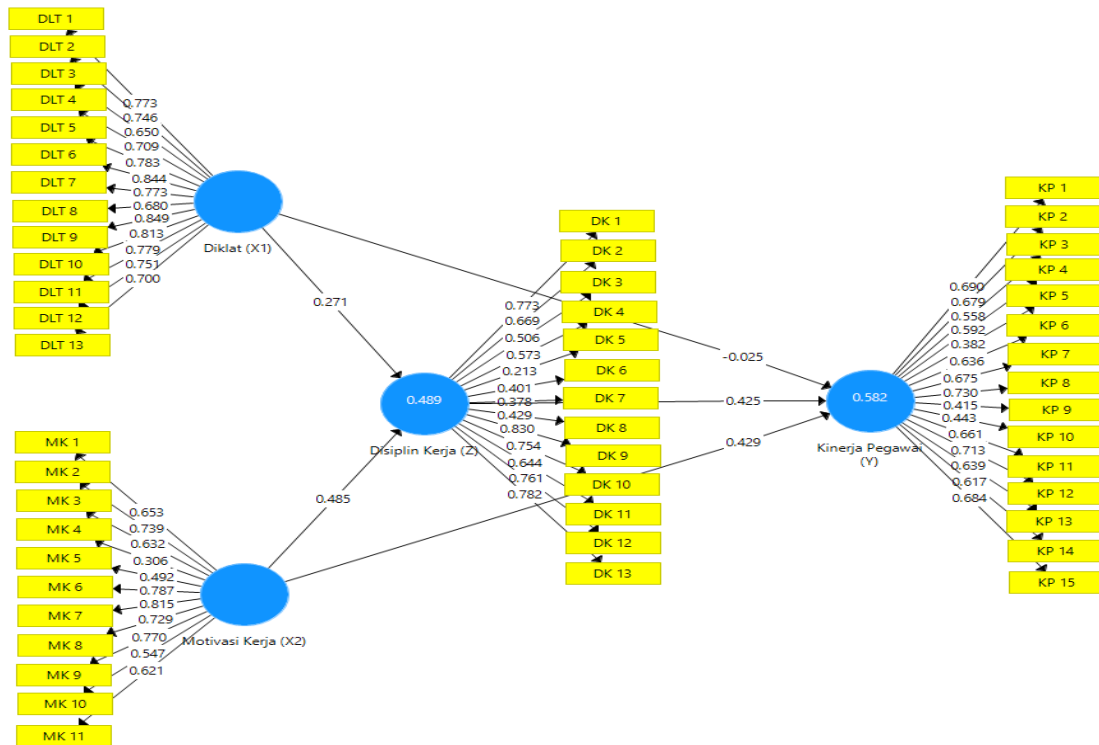
Variables	P-Value	Interpretation	Cronbach's Alpha	Interpretation
Diklat (Education and Training)	$> 0,361$	Valid	0,905	Reliable
Work motivation	$> 0,361$	Valid	0,792	Reliable
Work Discipline	$> 0,361$	Valid	0,917	Reliable
Employee Performance	$> 0,361$	Valid	0,935	Reliable

Source: Data processing using SmartPLS 3.0, 2023

The validity test results of each variable are valid. Because $r \text{ count} > r \text{ table}$ (0.361). The reliability test results were declared strong, with a Cronbach's alpha value > 0.6 . It can be concluded that the statement items for each variable are declared valid and reliable.

Measurement Model Test (Outer Model)

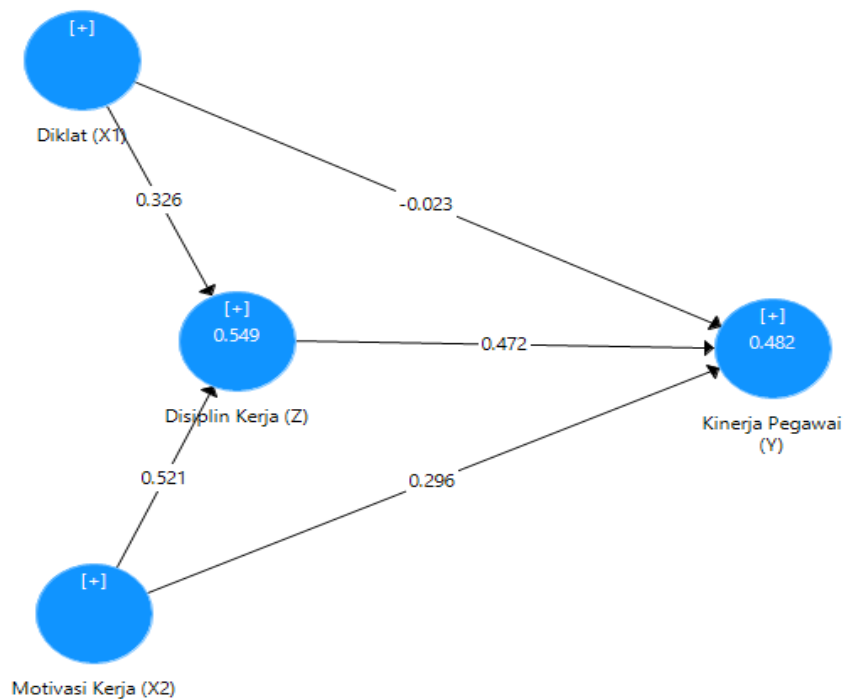
In this research, the SEM method was used. Partial Least Square (PLS) analysis technique with SmartPLS 3.0 Software in hypothesis testing. In Figure 2, it can be seen that the outer loading value from the test carried out is that the value of each research variable indicator has an outer loading value of < 0.6 . If the indicator is declared invalid, it will be removed in the next test. This research used several iterations to produce an outer loading value of > 0.7 for each latent variable indicator. In the questionnaire distributed, each indicator is given 2 to 6 statements to fill in so that if the invalid indicator mentioned above is excluded, other statements can still measure that indicator. Meanwhile, all variable indicators other than those mentioned above have values above 0.7, so they can be declared valid and appropriate so they can be used for further tests.



Source: Data processing using SmartPLS 3.0, 2023

Figure 2. Outer Model

The structural model equation (inner model) is a model that explains the issue of the influence of independent variables on the dependent variable.



Source: Data processing using SmartPLS 3.0, 2023

Figure 3. Path Coefficient

Based on Figure 3, it can be concluded that all the variables in this research model have a Path Coefficient with a positive number, except for the training and training variable on performance, which has a negative number.

Hypothesis Testing

Hypothesis testing is carried out after the data is declared to have passed and meets all the measurement criteria described in the previous sub-chapter. Next, the hypothesis test was carried out using the bootstrapping method in the SmartPLS 3.0 software.

Table 2 Hypothesis Test Results

Correlation	<i>Original Sample (O)</i>	<i>T-Statistics (O/STDEV)</i>	<i>P-Values</i>
Training (X1) -> Work Discipline (Z)	0,326	4,408	0,000
Training (X1) -> Employee Performance (Y)	- 0,023	1,416	0,787
Work Motivation (X2) -> Work Discipline (Z)	0,521	6,594	0,000
Work Motivation (X2) -> Employee Performance (Y)	0,541	5,945	0,000
Work Discipline (Z) -> Employee Performance (Y)	0,472	4,885	0,000
Training (X1) -> Work Discipline -> Employee Performance (Y)	0,154	3,349	0,001
Work Motivation (X2) -> Work Discipline (Z) -> Employee Performance (Y)	0,246	3,853	0,000

Source: Data processing using SmartPLS 3.0, 2023

Based on the statistical analysis results, training and work motivation have a positive and significant influence on work discipline, along with the T-Statistics value > P-Values value. Furthermore, work motivation and work discipline also have a positive and significant effect on employee performance. The analysis results also show that training positively and significantly influences employee performance through work discipline as an intervening variable. This result shows the importance of training and development efforts and work motivation in improving employee performance, with work discipline playing an important role as a mediator in this relationship.

5. Discussion

Hypothesis 1 test results, the Original Sample value of 0.326 explains that the variables have a positive influence, then the T-Statistics is 4.408. > 1.96 and a p-value value of 0.000 < 0.05. It can be concluded that training has a positive and significant effect on work discipline. The results of this research are in line, which states that training has an impact on work discipline; the better the training aimed at employees, the better it can improve employee work discipline as indicated by employee compliance with organizational regulations and rules and employee discipline by always completing tasks on time.

The results of hypothesis test 2, the Original Sample value -0.023, explain that the variables have a negative influence, then the T-Statistics is 1.416 < 1.96, and the P-Values is 0.158 > 0.05. It can be concluded that training has a negative but not significant effect on employee performance. This conclusion supports the research results of Kholis et al. (2022), which stated that there was no clear influence between training and ASN performance. This finding is due to several factors, including training content, training methods, instructor skills, training time, and training facilities. The results are smaller than the indicator value, so it is necessary to improve training utilizing training content providing training programs according to what is required by government agencies.

Hypothesis test results 3, the Original Sample value of 0.521, explains that the variables have a positive influence, then the T-Statistics is 6.594, > 1.96, and the P-Values value is 0.000 < 0.05. So, work motivation has a positive and significant effect on work discipline. This conclusion is supported by research by Wahyuningsih & Noviah (2023), which states that work motivation impacts employee performance. This result can be seen through the role of leaders in motivating employees by trying to complete assigned tasks before the specified time expires; this is to raise employee work discipline at work.

Hypothesis test results from 4, the Original Sample value of 0.541, explain that the variables have a positive influence, then the T-Statistics is $5.945 > 1.96$, and the P-Values is $0.000 < 0.05$. So, work motivation has a positive and significant effect on employee performance. This conclusion is supported by research by Hotiana and Febriansyah (2018), which states that work motivation impacts employee performance. Based on this research, it was found that attitudes and values influence individuals to achieve specific things under individual goals. The goals of each individual can be in the form of money, awards, and bonuses. Therefore, motivation has an important role; employee performance will increase if individual achievements are successful.

The results of hypothesis testing 5, the Original Sample value of 0.472, explain that the variables have a positive influence: the T-Statistics is $4.885 > 1.96$, and the P-Values is $0.000 < 0.05$. So, work discipline has a positive and significant effect on employee performance. The conclusion is also supported by research by Ichsan et al. (2020), which states that work discipline impacts employee performance. This research found that the higher the level of work discipline that employees have, the higher the employee's performance will be.

The results of the 6th hypothesis test, the Original Sample value of 0.154, explain that the variables have a positive influence, then the T-Statistics is $3.349 > 1.96$, and the P-Values is $0.001 < 0.05$. So, work discipline partially mediates the relationship between training and employee performance. This conclusion is supported by Kholis et al. (2022), who stated that training significantly influences employee performance through work discipline. Where work discipline mediates between training and employee performance, training plays an important role in shaping employee performance through work discipline. The results of hypothesis testing 7, the Original Sample value of 0.246, explain that the variables have a positive influence, then the T-Statistics is $3.853 > 1.96$, and the P-Values is $0.000 < 0.05$. So, work discipline mediates the influence of work motivation on employee performance. Who state that work motivation significantly influences employee performance through work discipline, where work discipline has a mediating role between work motivation and employee performance. Work motivation has a very important role in shaping employee performance through work discipline.

6. Conclusion

Based on research that has been carried out, the following results were obtained: Training has a positive and significant effect on work discipline. This finding means that the better or more precise an employee's implementation of training, the higher the employee's level of work discipline. Training has a negative but not significant effect on employee performance. Participating in training activities does not affect an employee's performance level because the training method differs from what employees need to improve performance. Work motivation has a positive and significant effect on work discipline. It means the higher the level of work motivation of an employee in carrying out his work, the higher the level of employee work discipline. Work motivation has a positive and significant effect on employee performance. It states that the higher the employee's work motivation, the more the employee's performance will improve. Work discipline has a positive and significant effect on employee performance. This finding states that the higher the level of work discipline an employee has in carrying out his work, the more the employee's performance will improve. Work discipline can have an indirect influence on training and employee performance. Employees' work discipline level can explain the indirect influence between training and employee performance. Work discipline can provide an indirect influence on work motivation and employee performance. The level of work discipline an employee possesses can explain the indirect influence between work motivation and employee performance. The implications of this research can be an illustration or input for agencies to improve employee performance.

Recommendation

Based on the research results, suggestions were obtained for agencies, namely, for the work unit of the Human Resources Bureau of the Ministry of National Development Planning/Bappenas, that they could improve aspects of work motivation so that employee performance shows more real performance. The Human Resources Bureau of the Ministry of National Development

Planning/Bappenas work unit in implementing the training program should be adjusted to employee needs. It must pay attention to things that support employee performance during training activities. Therefore, it is important for the Human Resources Bureau work unit to consider educational and training activities or programs that are appropriate and can support employee needs related to the work being provided by the agency.

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