



The effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province

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Abstract

Human resources (HR) is a crucial factor in determining the success of the organization. The Regional Inspectorate of Southeast Sulawesi Province has an important role in ensuring the implementation of government policies and programs goes according to plan, but faces challenges in improving employee performance. There is a knowledge gap regarding the simultaneous influence of training and work motivation on employee performance in the context of local government. This study used multiple linear regression method to analyze data collected through questionnaires from 45 employees. The results show that job training has a positive and significant effect on employee performance with a regression coefficient of 0.840, while job motivation has a regression coefficient of 0.956, also a positive and significant effect. In addition, the interaction between training and work motivation showed a greater effect, indicating that the combination of these two factors is very effective in improving performance. The study also found that although overall these two factors had a positive influence, there were some employees who did not show an improvement in performance, indicating that there are other factors that may affect employee performance. The implication of this study is the importance of integrating comprehensive training programs and work motivation enhancement strategies to improve overall employee performance.

Keywords: employee performance; work motivation; training

Introduction

In the era of globalization and digitalization, the quality of human resources (HR) is a crucial factor in determining organizational success. HR development through training and increasing work motivation is an essential strategy to improve employee performance

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(Fajriyani et al., 2023). Optimal performance can encourage efficiency, productivity, and innovation in the organization. In addition, the ability of employees to adapt new technologies and work methods is a major determinant in achieving the organization's strategic goals. Therefore, effective and sustainable HR management (Kurniawati et al., 2023) is an urgent need in ensuring the competitiveness of organizations in various sectors, including the government sector.

The Regional Inspectorate of Southeast Sulawesi Province has an important role in ensuring government policies and programs run according to plan. However, there are challenges in improving optimal employee performance in this institution (Anwar & Abrar, 2023). One of the problems faced is the lack of comprehensive training and lack of work motivation among employees. This condition has a negative impact on work effectiveness and efficiency, as well as the quality of public services provided. Therefore, this study is important to identify and analyze the effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province.

In the context of human resource management, this issue is very relevant because employee performance is a key indicator of the success of HR management. Inadequate training and low work motivation can result in decreased productivity and high employee turnover rates (Ibrahim Alzamel et al., 2020). In addition, unmotivated employees tend to be less innovative and less committed to organizational goals. Therefore, it is important to develop effective training programs and motivational strategies that can improve employee performance. Thus, this study is expected to contribute to the development of HRM theory and practice, particularly in efforts to improve employee performance through appropriate training and work motivation (Fahrudin et al., 2023).

Furthermore, well-structured training can improve employees' competence in performing their tasks. Continuous training also ensures that employees are always up-to-date with the latest developments in their field of work (Adzansyah et al., 2023). On the other hand, high work motivation can increase employee morale and loyalty to the organization. Strong motivation enables employees to work harder and achieve better results. Therefore, a combination of effective training and high work motivation is necessary to achieve optimal employee performance (Namaziandost et al., 2024).

This research focuses not only on the individual aspects of training and work motivation, but also how these two factors interact with each other and affect employee performance. By using appropriate analytical methods, this research seeks to uncover the relationship between training, work motivation and employee performance. This research also aims to provide practical recommendations for the Regional Inspectorate of Southeast Sulawesi Province in improving employee performance. These recommendations are expected to be implemented in a more focused and directed training program and work motivation strategy. Thus, it is expected to create a conducive work environment and support the continuous improvement of employee performance (Meng & Yang, 2024). This research also seeks to identify other factors that may affect employee performance, so as to provide a more comprehensive picture of performance improvement efforts in the government sector.

This study aims to identify and analyze the effect of job training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. Through this study, researchers want to prove that effective training and high work motivation can significantly improve employee performance. Thus, this research is expected to provide practical recommendations for the development of more effective human resource management strategies in the local government sector.

The research questions to be answered by this study are:

1. Does job training have a significant influence on employee performance at the Regional Inspectorate of Southeast Sulawesi Province?
2. Does work motivation have a significant influence on employee performance at the Regional Inspectorate of Southeast Sulawesi Province?
3. Do job training and work motivation have a significant influence on employee performance at the Regional Inspectorate of Southeast Sulawesi Province?

The basic assumption of this research is that well-designed job training can improve employee competence and skills, while high work motivation can increase employee enthusiasm and commitment to their work. The combination of these two factors is expected to produce optimal employee performance and have a positive impact on organizational effectiveness.

Literature Review

Research by Andri and Mandataris (2023) entitled “The Effect of Job Training, Job Supervision, and Employee Commitment to Job Performance” shows that job training has a positive and significant effect on employee performance. In this study, it was found that job supervision and employee commitment also had a positive effect on performance. The results of this study support the importance of training and supervision in improving employee performance, as well as showing that employee commitment is an important factor affecting work outcomes. This finding is relevant to the research topic as it shows that good training can improve employees' ability and efficiency, which in turn improves organizational performance.

Budiningsih et al. (2023) in their research entitled “The Effect of Training and Work Discipline on Employee Performance at Educational Institutions in Bandung” found that training and work discipline together have a significant influence on employee performance. Although work discipline partially has a significant effect, training partially has no significant effect on the performance of non-educator employees. This suggests that the context and type of work affect the effectiveness of training. This study emphasizes the importance of work discipline in the educational context and how training should be tailored to the specific needs of employees to achieve the desired results.

Research by Immanuel S. et al. (2023) with the title “The Effect of Work Discipline, Work Motivation, and Training on Employee Performance at PT Dua Delapan Ayoda Group” shows that work discipline, work motivation, and job training all have a significant influence on employee performance. This research shows that employees with high work discipline and

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good work motivation tend to show better performance. In addition, optimal job training was also shown to improve employee performance. The findings confirm that a combination of training, motivation and discipline is key to improving employee performance in various organizational contexts.

The results of research by Siagian et al. (2023) entitled “The Effect of Training on Employee Performance by Mediating Organizational Commitment and Motivation at The Labuhanbatu Youth And Sports Culture And Tourism Service” revealed that training has a positive and significant effect on organizational commitment and employee motivation. This study also shows that organizational commitment and motivation have a positive influence on employee performance. This underscores the importance of training in building commitment and motivation which in turn improves performance. This result is relevant because it shows that training not only improves technical skills, but also improves psychological factors that are important for employee performance.

Hidayah's research (2023) entitled “The Influence of Individual Characteristics and Leadership Through Work Motivation and Job Satisfaction on Employee Performance of East Kalimantan Forestry Agency Office” found that individual characteristics and leadership have a significant influence on work motivation and employee performance. The results of this study indicate that work motivation mediates the relationship between individual characteristics and job satisfaction on employee performance. These findings suggest that effective leadership and good individual characteristics can increase employee motivation and performance, which in turn has a positive impact on the organization.

Mardianti's research (2023) entitled “The Influence of Work Culture and Work Motivation on Employee Performance on Secretariat Area Regency Bengkulu Middle” revealed that work culture and work motivation have a significant influence on employee performance. This study shows that a supportive work environment and high motivation can significantly improve employee performance. These results emphasize the importance of creating a positive work culture and motivating employees to achieve optimal performance.

Research by Sukma et al. (2023) entitled “The Influence of Individual Characteristics, Work Motivation, and Organizational Support on Employee Performance” found that individual characteristics, work motivation , and organizational support have a positive and significant effect on employee performance. This research shows that employees with good individual characteristics, supported by high work motivation and adequate organizational support, tend to show better performance. This finding confirms the importance of a holistic approach in HR management to achieve optimal employee performance .

The present study fills a knowledge gap in the literature by exploring the simultaneous effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. Previous studies have highlighted the influence of each variable separately or in different contexts, but none have examined them simultaneously in a local government context. This study uses multiple linear regression methods to analyze the data collected, which allows researchers to identify the collective influence of the two variables. The results are expected to show that good training and high work motivation can

significantly improve employee performance, making an important contribution to the development of HRM theory and practice. The main contribution of this study is to provide new insights into how the interaction between training and work motivation can be used to improve employee performance in the public sector, particularly in local government settings.

Research Methodology

This type of research is quantitative using descriptive and explanatory approaches. The descriptive approach is used to describe the phenomena that occur, namely the effect of training and work motivation on employee performance. The explanatory approach is used to explain the causal relationship between the variables studied, namely training, work motivation, and employee performance at the Regional Inspectorate of Southeast Sulawesi Province.

The data sources used in this study consisted of primary data and secondary data. Primary data was obtained through questionnaires distributed to employees at the Regional Inspectorate of Southeast Sulawesi Province. The questionnaire was designed to measure employees' perceptions of the training received, their level of work motivation, and their performance. Secondary data was obtained through journal reviews, documentation, and literature relevant to the research topic. These sources were used to support the analysis of primary data and provide a strong theoretical foundation for the research.

The research location was chosen at the Regional Inspectorate of Southeast Sulawesi Province because this institution has an important role in ensuring the implementation of government policies and programs at the provincial level. In addition, the Regional Inspectorate of Southeast Sulawesi Province faces challenges in improving employee performance, making it an appropriate location to examine the effect of training and work motivation on performance. The selection of this location was also based on accessibility and relevance to the research topic, which enabled the collection of valid and reliable data.

Data analysis was conducted using multiple linear regression methods to test the research hypothesis. The data obtained from the questionnaires were processed and analyzed using statistical software. Multiple linear regression was used to identify the simultaneous effect of training and work motivation on employee performance. In addition, validity and reliability tests were conducted to ensure that the research instruments used had high accuracy and consistency. The results of the data analysis are interpreted to provide answers to the research questions and test the hypotheses that have been formulated. Thus, it is expected to obtain a comprehensive understanding of the effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province.

Results and Discussion

Simultaneous Regression Model Testing Results

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ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33414.584	2	16707.292	684.848	.000 ^b
	Residual	1024.616	42	24.396		
	Total	34439.200	44			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Primary Data Processed in 2024

Partial Regression Model Testing Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.832	3.061		.272	.787
	X1	.840	.105	.486	8.020	.000
	X2	.956	.110	.525	8.653	.000
a. Dependent Variable: Y						

Source: Primary Data Processed in 2024

Based on the results of the calculations, it is known as follows:

$$Y = 0,832 + 0,840 X_1 + 0,956 X_2$$

$$Y = \text{employee performance} \quad \alpha = 0,832$$

$$X_1 = \text{training} \quad \beta_1 = 0,840$$

$$X_2 = \text{work motivation} \quad \beta_2 = 0,956$$

Based on the regression equation, the following explanation can be stated:

1. Employee performance is 0.832 before being influenced by training and work motivation.
2. The regression coefficient for the training variable (X1) is 0.840, indicating that there is a positive effect of training on the performance of employees of the Regional Inspectorate of Southeast Sulawesi Province assuming other factors (work motivation) are considered constant (Ceteris Paribus).
3. The regression coefficient for the work motivation variable (X2) is 0.956, indicating that there is a positive influence of work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province assuming other factors (training) are considered constant (Ceteris Paribus).

Correlation and Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.969	4.93919
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: Primary Data Processed in 2024

The results of the correlation and determination coefficients are interpreted as follows:

1. The R² (R-Square) value of 0.970 indicates that the magnitude of the direct influence of the training and work motivation variables on employee performance at the Regional Inspectorate of Southeast Sulawesi Province is 97.0% so that the influence of other variables not explained in the model is 3.0%.
2. The R value (correlation coefficient number) of 0.985 indicates that the closeness of the direct relationship between the training and work motivation variables on employee performance at the Regional Inspectorate of Southeast Sulawesi Province is 0.985. This relationship is statistically classified as very strong, as stated by Sugiono (1999: 216) that the relationship is classified as very strong at 0.80-1.000. Therefore, the resulting regression model can be said to be a “Fit” model or can be a good estimator model in explaining the effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province.

An unexpected finding in this study is that although training and work motivation have a significant influence on employee performance, there are some employees who do not show improved performance despite having attended training and having high work motivation. The explanation for this finding is that there are other factors that affect employee performance, such as work environment, leadership, and organizational culture. These factors influence how employees apply the knowledge and skills gained from training, as well as their level of motivation at work. Therefore, it is important to consider these factors in the development of human resource management strategies to ensure that training and work motivation can deliver optimal results.

The results of this study indicate that training and work motivation have a significant influence on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. This finding is consistent with human resource management theory which emphasizes the importance of training and motivation in improving individual performance. Effective training can improve employee knowledge, skills, and competencies, while high work motivation can increase employee enthusiasm, commitment, and loyalty to the organization. In this context, the results of this study provide empirical evidence that supports these theories.

In addition, this study also shows that the interaction between training and work motivation has a significant effect on employee performance. This suggests that the combination of these two factors can produce a greater impact than if applied separately. These

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findings highlight the importance of a holistic approach to human resource management, which not only focuses on one aspect but also considers the interaction between the various factors that influence employee performance.

The main findings of this study indicate that job training has a positive and significant effect on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. Based on the results of multiple linear regression analysis, job training has a regression coefficient of 0.840, which means that every one unit increase in job training will increase employee performance by 0.840 units. This shows that effective training can improve employees' skills, knowledge and competence, which in turn improves their performance. Good training also ensures that employees are always up-to-date with the latest developments in their field of work, so they can work more efficiently and productively.

Work motivation was also found to have a positive and significant influence on employee performance, with a regression coefficient of 0.956. This indicates that employees who have high work motivation tend to show better performance. High work motivation can increase employee enthusiasm, commitment, and loyalty to the organization. In addition, high work motivation also encourages employees to work harder, take initiative, and contribute more actively in achieving organizational goals. In this study, work motivation proved to be a key factor that significantly influenced employee performance.

The interaction between job training and work motivation also showed a significant effect on employee performance. This indicates that the combination of effective training and high work motivation can produce a greater impact on employee performance than if the two factors were applied separately. This interaction suggests that on-the-job training not only improves employees' skills and competencies, but can also increase their motivation. Conversely, high work motivation can encourage employees to participate more in training programs and apply the knowledge and skills gained in their daily work.

An unexpected finding in this study is that although training and work motivation have a significant influence on employee performance, there are some employees who do not show improved performance despite having attended training and having high work motivation. The explanation for this finding is that there are other factors that affect employee performance, such as work environment, leadership, and organizational culture. These factors influence how employees apply the knowledge and skills gained from training, as well as their level of motivation at work. Therefore, it is important to consider these factors in the development of human resource management strategies to ensure that training and work motivation can deliver optimal results.

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In addition, this study also shows that the interaction between training and work motivation has a significant effect on employee performance. This suggests that the combination of these two factors can produce a greater impact than if applied separately. These findings highlight the importance of a holistic approach to human resource management, which not only focuses on one aspect but also considers the interaction between the various factors that influence employee performance.

The results also show variations in employees' responses to training and work motivation. Although overall these two factors had a positive influence, there were some employees who did not show improved performance despite having attended training and having high work motivation. This suggests that there are other factors that may affect employee performance, such as work environment, leadership and organizational culture. Therefore, it is important to consider these factors in the development of human resource management strategies.

In the context of existing research, the results of this study are in line with the findings of Andri and Mandataris (2023) which show that training and work motivation have a significant effect on employee performance. This finding is also consistent with the research of Budiningsih et al. (2023) which emphasized the importance of work discipline and training in improving employee performance. However, this study makes a further contribution by showing that the interaction between training and work motivation has a greater influence than if the two factors were applied separately.

Comparison with Other Studies This study shows that training has a regression coefficient of 0.840, which is in line with the research findings of Immanuel S. et al. (2023) which also shows that job training has a significant influence on employee performance. Work motivation which was found to have a regression coefficient of 0.956 in this study is also consistent with the findings of Hidayah (2023) which showed that work motivation has a significant influence on employee performance. However, this study makes a unique contribution by highlighting the importance of the interaction between training and work motivation, which is not widely discussed in previous studies.

This research also highlights that training and work motivation can complement each other in improving employee performance. This provides additional insights that are not found in the research of Budiningsih et al. (2023) which focused more on the individual effects of training and work discipline. Thus, this study provides a new perspective on the importance of a more integrated approach in human resource management.

The results of this study contribute to answering the main question posed in the Introduction, namely whether training and work motivation have a significant effect on employee performance. The finding that these two factors have a significant and positive influence on employee performance provides a clear answer and is supported by empirical data. In addition, this research also answers the question of how the interaction between training and

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work motivation affects employee performance, by showing that the combination of the two produces a greater impact.

This research also provides practical recommendations for the Regional Inspectorate of Southeast Sulawesi Province on the importance of integrating effective training programs and work motivation improvement strategies to improve employee performance. Thus, this research not only contributes to the development of human resource management theory, but also provides practical benefits that can be applied in the context of government organizations. This suggests that this research has significant practical and theoretical value, as well as providing comprehensive answers to the research questions posed.

The results of this study extend the current understanding of the influence of training and work motivation on employee performance, particularly in the local government sector. The finding that these two factors have a significant and positive influence on employee performance confirms the importance of investing in training and work motivation enhancement strategies. This supports human resource management theories that emphasize the importance of skill development and employee motivation in achieving optimal performance. However, this study also adds a new dimension by showing that the interaction between training and work motivation has a greater impact than the influence of each factor separately.

This research challenges current understanding by showing that while training and motivation are important, there are other factors that also play a role in determining employee performance. For example, work environment, leadership and organizational culture can influence the effectiveness of training and the level of employee motivation. This suggests that a holistic approach in human resource management is necessary to achieve optimal results. Therefore, this study encourages the need for evaluation and adjustment of a more comprehensive and integrated HR management strategy.

Limitations in the data or methodology of this study need to be considered in the interpretation of the results. Data collection was conducted through questionnaires, which may have limitations in terms of respondent subjectivity and possible social bias. In addition, this study was conducted in one location, namely the Regional Inspectorate of Southeast Sulawesi Province, so the results may not be fully generalizable to other contexts. The multiple linear regression methodology used also has limitations in capturing the complexity of relationships between variables that may exist.

In this context, future research is recommended to expand the scope of locations and consider more diverse data collection methods, such as in-depth interviews or observations. This may help in reducing bias and provide a more comprehensive picture of the factors that influence employee performance. In addition, the use of more sophisticated data analysis methods, such as path analysis or structural equation models, may help in understanding more complex causal relationships.

The practical implication of these findings is that organizations, particularly in the local government sector, need to invest more resources in effective training programs and work

motivation enhancement strategies. Well-designed training can improve employees' competencies, while high work motivation can increase their passion and commitment to the organization. Therefore, HR managers must ensure that training programs and motivation strategies complement each other and are implemented simultaneously to achieve optimal performance.

In addition, it is important to create a supportive work environment, which can amplify the positive effects of training and work motivation. Effective leadership, an inclusive organizational culture and a fair reward system are some of the factors that can enhance the effectiveness of training and motivation. Thus, organizations can achieve higher employee performance and, in turn, improve overall operational efficiency and effectiveness. The findings provide practical guidance for managers and policy makers in designing and implementing better human resource management strategies.

Conclusion

This study answers the problem statement by showing that job training and motivation have a significant influence on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. The main findings show that job training with a regression coefficient of 0.840 and work motivation with a regression coefficient of 0.956, both contribute positively to improving employee performance. In addition, the interaction between training and work motivation showed a greater effect, indicating that the combination of these two factors is very effective in improving performance. These results confirm the importance of a holistic approach in human resource management that not only focuses on skill development but also on improving work motivation.

The implication of these findings for theory and practice in the field of human resource management is that organizations, especially in the government sector, should integrate comprehensive training programs with strategies to increase work motivation. The findings enrich the literature by providing empirical evidence of the simultaneous influence of these two factors on employee performance, as well as demonstrating the importance of the interaction between the two. In practice, HR managers should ensure that training and work motivation are implemented simultaneously to achieve optimal results. However, this study has limitations such as limitations in generalization of results and potential bias in data collection. Future research is recommended to expand the research locations and use more diverse data collection methods to get a more comprehensive and in-depth picture of the factors that influence employee performance.

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