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The Influence of Training, Discipline, Intrinsic Motivation and Competence on Employee Performance with Employee Behavior as a Mediating Variable

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Abstract: The article on the influence of training, discipline, intrinsic motivation and competence on employee performance with consumer behavior as a mediating variable is a scientific literature article in the scope of human resource management science. The purpose of this study is to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of marketing management. The research method used is descriptive qualitative. The data collection technique uses literature studies. Data were obtained from previous studies that are relevant to this study and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) Training influences Employee Behavior; 2) Discipline influences Employee Behavior; 3) Intrinsic Motivation influences Employee Behavior; 4) Competence influences Employee Behavior; 5) Training influences Employee Performance; 6) Discipline influences Employee Performance; 7) Intrinsic Motivation influences Employee Performance; 8) Competence influences Employee Performance; and 9) Employee Behavior influences Employee Performance.

Keyword: Employee Performance, Employee Behavior, Training, Discipline, Intrinsic Motivation, Competence

INTRODUCTION

Enhancing employee performance is a primary objective for firms in the current competitive business landscape, since it is crucial for achieving strategic goals. Maximizing employee performance not only enhances productivity and efficiency but also bolsters the company's competitiveness in the market. Hence, it is crucial to investigate the several elements that impact employee performance. This article examines the impact of training, discipline,

intrinsic motivation, and competence on employee performance, with employee behavior serving as a mediating factor. Training is a crucial component of human resource development. Training enables individuals to learn pertinent knowledge and skills that are applicable to their respective job roles. This not only enhances employees' technical proficiency but also bolsters their self-assurance and drive to perform more effectively. Efficient training can diminish job faults, enhance operational efficiency, and equip people to confront technological advancements or novel work methodologies. Therefore, training is crucial for enhancing the overall performance of employees (Riyanto et al., 2017a).

Sawitri & Hendayana, (2024) states that employee performance is significantly influenced not just by training but also by discipline. Effective work discipline demonstrates an employee's dedication to adhering to the established norms and procedures of the firm. Employees that are disciplined exhibit greater consistency in doing their jobs, are more prompt, and are capable of upholding work quality. Discipline is closely associated with professionalism, which eventually aids in the attainment of organizational objectives. Hence, the successful execution of discipline in the workplace is crucial for establishing a highly efficient work environment. Employee performance can be influenced by intrinsic motivation. Intrinsic motivation refers to the internal drive of an individual to perform well, driven by personal satisfaction or a feeling of accomplishment. Employees with elevated intrinsic motivation tend to exhibit greater enthusiasm and dedication in fulfilling their responsibilities. They have a proclivity for taking the lead, displaying greater creativity, and endeavoring to deliver optimal outcomes without requiring extensive oversight. Robust inherent motivation can enhance employee job satisfaction and loyalty, hence positively influencing overall performance (Putri et al., 2023).

Competence, encompassing employees' knowledge, skills, and talents, is a crucial determinant of work performance. Employees with a high level of competence are able to accomplish jobs with greater efficiency and effectiveness. Proficient personnel have a higher degree of adaptability to change and possess the ability to make substantial contributions to the innovation and enhancement of work processes. Therefore, firms aiming to enhance their job performance should prioritize the development of staff competency. Employee behavior serves as an intermediary factor in the connection between training, discipline, intrinsic motivation, and competence, and its impact on employee performance. Employee behavior encompasses the attitudes, activities, and interactions exhibited by individuals in the workplace. Positive behaviors, such as collaboration, proficient communication, and strong work ethic, can enhance the beneficial influence of training, discipline, internal drive, and proficiency on performance. In contrast, negative behaviors such as interpersonal conflict, neglect, and non-compliance might diminish the efficiency of these elements. Hence, it is imperative for organizations to prioritize employee conduct and cultivate a work environment that fosters favorable behavior in order to maximize performance (Prayetno & Ali, 2020).

To summarize, employee performance is greatly affected by training, discipline, intrinsic drive, and competence. Nevertheless, the behavior of employees, acting as a mediating variable, significantly impacts the extent to which these influences are reinforced or diminished. Through a comprehensive understanding and efficient management of these aspects, firms may establish a highly efficient work environment and foster maximum employee performance. This study offers useful information for human resource management professionals in creating comprehensive and enduring employee development programs (Mayangsari & Nawangsari, 2019).

Based on the background of the problem that has been described above, the following problem formulations are determined: 1) Does Training affect Employee Behavior?; 2) Does Discipline affect Employee Behavior?; 3) Does Intrinsic Motivation affect Employee Behavior?; 4) Does Competence affect Employee Behavior?; 5) Does Training affect

Employee Performance?; 6) Does Discipline affect Employee Performance?; 7) Does Intrinsic Motivation affect Employee Performance?; 8) Does Competence affect Employee Performance?; and 9) Employee Behavior affects Employee Performance?.

METHODS

The Literature Review essay was conducted utilizing the Library Research and Systematic Literature Review (SLR) approach. This technique is evaluated for its quality and can be located on academic web platforms such as Mendeley and Google Scholar. The technique employed in this study entailed a thorough examination of the available literature. The acquisition of qualitative data was accomplished by conducting a thorough examination of previously published research that is pertinent to the present subject matter. A systematic literature review, also referred to as SLR, is a rigorous process used to locate, assess, and analyze all existing research data in order to answer a given research issue. Ensuring consistency in the application of methodological assumptions is crucial while performing a literature study in qualitative analysis. The primary rationale for performing a qualitative analysis is the investigative and inquisitive nature of the inquiry (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Results

Based on the background of the problem and the formulation of the problem above, the results of this study are as follows:

Employee Performance

Employee performance refers to the extent to which employees successfully fulfill their assigned tasks and obligations in accordance with the company's established criteria. Employee performance include both quantitative and qualitative elements of job output, such as productivity, efficiency, work quality, and contribution to organizational objectives. A strong performance signifies that employees not only fulfill expectations but also contribute value to the organization through innovation and proactive behavior (M. R. Putra et al., 2020).

The indicators or dimensions contained in the Employee Performance variable include: 1) Productivity: The measure of the amount of output generated by personnel within a specific timeframe; 2) Work Quality: The degree of accuracy, precision, and adherence to defined standards in the outputs of work; 3) Efficiency refers to the capacity to accomplish tasks while reducing the utilization of resources such as time, energy, and materials; and 4) Initiative refers to the willingness to take proactive action and enhance work processes without the need for explicit instructions (Hutomo et al., 2020).

Employee Performance has been studied by several researchers and is relevant to research conducted by: (R. Putra et al., 2021), (Hikmawan & Santoso, 2020), (Pamungkas et al., 2022).

Employee Behavior

Employee behavior encompasses the activities, attitudes, and responses of an individual within the workplace. This behavior encompasses multiple facets, including the manner in which employees engage with colleagues, supervisors, and clients, as well as their adherence to business regulations and procedures. Positive employee conduct, exemplified by teamwork, proficient communication, and a strong work ethic, has the potential to enhance the work environment and overall performance. Conversely, negative behavior can lead to conflict and diminish productivity (Nisa & Fayaz, 2018).

The indicators or dimensions contained in the Employee Behavior variable include: 1) Collaboration and Teamwork: The capacity to cooperate efficiently with colleagues; 2) Communication: The act of being transparent and precise while interacting with colleagues,

supervisors, and employees; 3) Work Ethic: The degree of devotion, self-control, and dedication to the job; and 4) Honesty and Integrity: The degree of truthfulness and moral uprightness in doing jobs (Meilina & Widodo, 2018).

Employee Behavior has been studied by several researchers and is relevant to research conducted by: (Buil et al., 2019), (Nisa & Fayaz, 2018), (Meilina & Widodo, 2018).

Training

Training is a methodical procedure aimed at enhancing the skills, knowledge, and capabilities of employees using diverse learning techniques. The objective of training is to enhance employee performance by providing them with the necessary skills and abilities to effectively and efficiently complete jobs. Training encompasses various aspects, including technical training, managerial training, and the cultivation of soft skills such as communication and leadership (Jumawan, Saputra, et al., 2023).

The indicators or dimensions contained in the Training variable include: 1) Training Relevance: The appropriateness of training materials in relation to job requirements; 2) Training Quality: The degree of efficiency and excellence of training programs; 3) Application of Knowledge: The capacity of employees to utilize the skills and knowledge acquired from training in their everyday job; and 4) Behavior Change: Favorable alterations in employee behavior and performance following their participation in training (Riyanto et al., 2017b).

Training has been studied by several researchers and is relevant to research conducted by: (Jamrizal, 2022), (Riyanto et al., 2017b), (Jumawan, Saputra, et al., 2023).

Discipline

Discipline refers to the act of adhering to the regulations, protocols, and criteria established by the organization. Work discipline is a measure of how well employees adhere to work schedules, complete tasks, and fulfill their duties. Effective discipline fosters a well-organized and productive work environment, while also reducing errors and enhancing productivity. Discipline is intricately connected to the professionalism and honesty exhibited by employees while fulfilling their responsibilities (Saputra & Mahaputra, 2022a).

The indicators or dimensions contained in the Discipline variable include: 1) Adherence to Regulations: The extent to which employees comply with corporate rules and procedures; 2) Punctuality: The employee's regularity in coming promptly and fulfilling work in accordance with the established timetable; 3) Employee Attendance and Absence Management: This refers to the extent to which employees are present or absent from work; and 4) Adherence to Authority and Collaboration with Colleagues: This pertains to showing respect and adherence towards superiors' instructions and actively cooperating with coworkers (Salam et al., 2021).

Discipline has been studied by several researchers and is relevant to research conducted by: (Wicaksono et al., 2022), (Salam et al., 2021), (Saputra & Mahaputra, 2022a).

Intrinsic Motivation

Intrinsic motivation refers to the internal impetus that compels individuals to engage in an activity based on personal satisfaction or the desire for a challenge, rather than being influenced by external pressure or pecuniary benefits. Employees with intrinsic motivation exhibit a strong dedication to their work, actively seek opportunities for growth and development, and consistently produce high-quality work due to their deep sense of involvement and commitment (Septianti & Frastuti, 2019).

The indicators or dimensions contained in the Intrinsic Motivation variable include: 1) Job Satisfaction: The degree of contentment experienced by employees with their job; 2) Commitment to Task: Engagement and devotion to completing tasks; 3) Sense of Accomplishment: Feelings of pride and gratification after successfully finishing a task; and 4)

Desire to Learn: Drive to continuously acquire knowledge and enhance personal growth (Hidayat et al., 2018).

Intrinsic Motivation has been studied by several researchers and is relevant to research conducted by: (Potu et al., 2021), (Septianti & Frastuti, 2019), (Hidayat et al., 2018).

Competence

Competence refers to the amalgamation of skills, knowledge, and abilities that employees possess, allowing them to efficiently perform duties. Competence encompasses both technical proficiency (specialized knowledge and skills required for a certain job) and soft skills, like effective communication, collaborative teamwork, and analytical thinking abilities. Employees with a high level of competence are able to effectively handle job obstacles, adjust to changes, and make noteworthy contributions towards achieving corporate goals (Fauzi et al., 2023).

The indicators or dimensions contained in the Competence variable include: 1) Expertise: Proficiency in the technical and theoretical knowledge that is pertinent to the job; 2) Technical Skills: Proficient in utilizing tools, technologies, and methodologies that are applicable to the task; 3) Interpersonal Skills: Proficiency in effectively communicating and engaging with others; and 4) Critical Thinking Skills: Proficiency in effectively analyzing, evaluating, and resolving problems (Ali et al., 2024).

Competence has been studied by several researchers and is relevant to research conducted by: (Jumawan, Sawitri, et al., 2023), (Fauzi et al., 2023), (Ali et al., 2024).

Relevant Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Aboramadan & Karatepe, 2021)	Green HRM, Perceived Green Organizational Support and Training influence Employee Behavior	The Influence of Training on Employee Behavior	The Influence of Green HRM and Perceived Green Organizational Support on Employee Behavior	H1
2.	(Persada & Nabella, 2023)	Compensation, Training, Competence and Work Discipline influence Employee Performance and Employee Behavior	The Influence of Work Discipline on Employee Behavior	The Influence of Compensation, Training and Competence on Employee Performance	H2
3.	(Faraz et al., 2021)	Green Servant Leadership, Self Efficacy and Intrinsic Motivation Influence Employee Behavior	The Influence of Intrinsic Motivation on Employee Behavior	The Influence of Green Servant Leadership and Self Efficacy on Employee Behavior	H3
4.	(Hajiali et al., 2022)	Work Motivation, Leadership Style and Employee Competence influence Employee Behavior and Employee Performance	The Influence of Employee Competence on Employee Behavior	The Influence of Work Motivation and Leadership Style on Employee Performance	H4

5	(Pratiwi et al., 2023)	Training, Communication and Work Discipline on Employee Performance	The Impact of Job Training on Employee Performance	The Influence of Communication and Work Discipline on Employee Performance	H5
6	(Nurjaya, 2021)	Work Discipline, Work Environment and Work Motivation Influence Employee Performance at PT Hazara Cipta Pesona	The Influence of Work Discipline on Employee Performance	The Influence of Work Environment and Work Motivation on Employee Performance	H6
7	(Potu et al., 2021)	Intrinsic Motivation and Extrinsic Motivation Influence Employee Performance at PT Air Manado	The Influence of Intrinsic Motivation on Employee Performance	The Influence of Extrinsic Motivation on Employee Performance	H7
8	(Anjani, 2019)	Competence and Work Motivation Influence Employee Performance	The Influence of Competence on Employee Performance	The Influence of Work Motivation on Employee Performance	H8
9	(Alviani & Nuvriasari, 2022)	Innovative Employee Behavior, Work Motivation and Teamwork Influence Employee Performance at Yayasan Lautan Cendikia Mulia	The Influence of Innovative Employee Behavior on Employee Performance	The Influence of Work Motivation and Teamwork on Employee Performance	H9

Discussion

Based on the formulation of the problem and relevant previous research, the discussion in this article is as follows:

The Influence of Training on Employee Behavior

Training is a crucial component of human resource development that seeks to enhance employee competence and performance. Efficient training not only imparts fresh knowledge and skills but also has an impact on employee behavior in the workplace. The impact of training on employee behavior can be observed from various perspectives, including the relevance and quality of the training, the application of acquired knowledge, and the resulting behavioral changes. Training relevance refers to the degree to which training materials align with the specific employment requirements of employees. Relevant training guarantees that employees obtain knowledge and skills that are directly applicable to their daily tasks. When the training aligns with the requirements of the job, employees have increased motivation and preparedness to apply the acquired knowledge. Enhancing collaboration and teamwork can be achieved by ensuring that individuals possess a shared comprehension of work procedures and standards. Furthermore, the pertinence of training also enhances work ethic, as it instills a sense of confidence and proficiency in employees to successfully do their assigned jobs.

The caliber of training is a crucial determinant of employee conduct. Superior training encompasses efficient pedagogical techniques, proficient educators, and comprehensive educational resources. High-quality training enhances employee comprehension and facilitates information assimilation. Consequently, personnel possess enhanced communication skills with colleagues and supervisors due to their comprehensive understanding of the discussed subjects. Effective training also cultivates honesty and integrity, as personnel are instructed on the significance of ethical principles and professionalism in fulfilling their responsibilities. Application of knowledge refers to the capacity of employees to effectively utilize the information and skills acquired via training within the specific tasks and responsibilities of

their job. Effective implementation demonstrates that training has effectively transformed workers' daily work practices. When individuals effectively apply new knowledge, they exhibit increased collaboration and teamwork by bringing valuable skills and ideas that may be shared with their colleagues. This also enhances work ethic as employees have a heightened sense of effectiveness and efficiency in doing their jobs. Moreover, the capacity to utilize knowledge in a pragmatic manner enhances communication among employees, as they can effectively communicate from a solid knowledge foundation and personal experience.

The anticipated outcome of the training process is a modification in behavior. Effective training programs result in positive changes in multiple dimensions of employee behavior. Professionals that have received comprehensive training demonstrate enhancements in collaboration and teamwork due to their comprehension of the significance of collective efforts in attaining shared objectives. In addition, training that prioritizes interpersonal communication and social skills enhances employees' ability to interact successfully, both vocally and non-verbally. Work values-oriented training enhances work ethic, leading to increased employee dedication to their responsibilities and a drive to attain exceptional outcomes. Ultimately, a training program that prioritizes the values of diligence and moral uprightness motivates employees to behave with sincerity and dependability, thus fostering a workplace that is open and trustworthy.

In summary, training that is efficient, encompassing relevance, high quality, knowledge application, and behavioral modification, has a substantial influence on employee conduct. This training enhances employees' technical expertise and knowledge while also cultivating excellent work attitudes, including teamwork, communication, work ethic, and honesty and integrity. Therefore, organizations that provide resources to effective training programs will observe enhancements in employee conduct and productivity, thereby bolstering the overall objectives and triumph of the company.

The Influence of Discipline on Employee Behavior

Work discipline is a crucial foundation for establishing a productive and harmonious work environment. Discipline, encompassing adherence to regulations, timeliness, attendance and absence control, and conformity with authority, has a substantial impact on employee conduct within the workplace, particularly in relation to collaboration and teamwork, communication, work ethic, and honesty and integrity. Regulatory compliance measures the degree to which employees adhere to the rules and policies established by the company. When employees adhere to regulations, they contribute to the establishment of a structured and organized work environment. This adherence promotes synergy and cooperation as it ensures that all members of the team share a common comprehension and set of expectations regarding work protocols and benchmarks. Furthermore, adherence to regulations enhances effective communication by establishing a common framework for all employees, so minimizing the likelihood of misunderstandings and conflicts.

Timeliness is another crucial facet of discipline. Consistently punctual employees exhibit a notable degree of dedication and accountability towards their job. Timeliness not only demonstrates professionalism but also has an impact on the overall dynamics of the team. Timely attendance of all team members ensures that meetings and projects adhere to the planned timetable, hence enhancing efficiency and production. Additionally, it enhances work ethic, as employees perceive punctuality as an indication of their commitment to their task. Consistent punctuality enhances honesty and integrity, as employees exhibit their trustworthiness and dependability in fulfilling their obligations.

Adhering to authority and cooperating with colleagues are crucial aspects of discipline that are necessary for establishing a harmonious and efficient work environment. Adherence to authority demonstrates employees' reverence for the hierarchical framework and duties inside

the organization. Employees who adhere to their supervisors' directives and collaborate with their colleagues exhibit a professional and productive demeanor. This fosters collaboration and teamwork, since each team member comprehends their individual tasks and responsibilities, as well as how they can contribute efficiently to the shared objective. This adherence also enhances communication, as employees feel at ease expressing themselves honestly with their supervisors and colleagues. Furthermore, adherence to authority and effective collaboration foster a workplace culture grounded in truthfulness and moral uprightness, wherein individuals conduct themselves with reverence and exemplary professional conduct.

In general, adhering to rules and regulations, being punctual, managing attendance and absences, and complying with authority and cooperating with colleagues greatly influence employee conduct. Effective discipline fosters collaboration and teamwork, boosts communication, cultivates a strong work ethic, and supports the principles of honesty and integrity. Therefore, firms that effectively implement discipline can establish a productive and peaceful work environment, thereby facilitating the attainment of organizational objectives.

The Influence of Intrinsic Motivation on Employee Behavior

Intrinsic motivation refers to the innate drive that compels individuals to engage in work with fervor and loyalty, driven by personal gratification and the attainment of objectives. Employee behavior, such as collaboration and teamwork, communication, work ethic, and honesty and integrity, is greatly influenced by intrinsic motivation. Job satisfaction, task commitment, sense of achievement, and drive to learn are significant factors that influence these behaviors.

Commitment to the task refers to the extent of an employee's devotion and loyalty to their work. Highly committed employees demonstrate significant initiative and responsibility. This devotion fosters enhanced collaboration and synergy, as devoted personnel are inclined to provide assistance to their colleagues and work towards accomplishing shared team objectives. Furthermore, a strong dedication to the task enhances the caliber of communication, as devoted personnel are more inclined to exchange information and collaborate in order to resolve issues. A strong dedication is indicative of a commendable work ethic, whereby employees exhibit traits of persistence, self-control, and truthfulness in fulfilling their responsibilities, while also upholding integrity in all their behaviors.

A sense of accomplishment refers to the emotional state of fulfillment and pride experienced by employees upon the successful completion of a task or the attainment of a certain objective. This feeling of achievement is a favorable stimulus that enhances employees' inherent drive. When individuals have a sense of accomplishment, they are inclined to sustain their motivation and engage in effective collaboration with their colleagues. This feeling of achievement also enhances communication, since employees who take pride in their accomplishments are more likely to be transparent and passionate when sharing their experiences and information. Moreover, a feeling of achievement enhances work discipline, as employees experience heightened self-assurance and enthusiasm to successfully finish subsequent tasks with same or superior quality. Employees who experience a feeling of fulfillment are also more inclined to exhibit honesty and integrity, since they perceive their accomplishments as the outcome of sincere effort and diligent labor.

The thirst for knowledge is a powerful drive to consistently enhance oneself and advance one's abilities and understanding. Employees with a strong inclination for acquiring knowledge are constantly seeking chances to expand their skills and develop, be it through structured educational programs or day-to-day encounters. This inclination promotes enhanced collaboration and teamwork, since employees who possess a strong eagerness to acquire knowledge tend to exhibit greater receptiveness towards novel ideas and are more inclined to engage in cooperative efforts with their colleagues. Moreover, the inclination to acquire

knowledge enhances communication, since individuals who possess a strong desire to learn are frequently more engaged in the exchange of information and actively seek feedback. This motivation also enhances work ethic, since employees who consistently engage in learning activities have a strong dedication to their professional and personal growth. Ultimately, the inclination to acquire knowledge fosters sincerity and ethical behavior, since individuals who possess a strong desire to learn are more likely to openly acknowledge their shortcomings and make efforts to enhance them.

In summary, intrinsic motivation, encompassing factors such as job happiness, task devotion, a sense of achievement, and a thirst for knowledge, exerts a substantial and favorable influence on employee conduct. This inherent drive amplifies cooperation and synergy, fortifies interpersonal exchange, boosts diligence, and upholds ethical conduct and honesty. Therefore, firms that foster intrinsic motivation among their employees can establish a productive, peaceful, and ethical work environment, thereby facilitating the attainment of organizational objectives.

The Influence of Competence on Employee Behavior

Employee competences, encompassing proficiency, technical aptitude, interpersonal abilities, and analytical reasoning, exert a substantial influence on employee conduct, such as collaboration and teamwork, communication, work ethic, and honesty and integrity. These competences are the foundation for individuals' job performance and their interactions with colleagues, ultimately influencing the dynamics and productivity of the workplace. A high level of expertise or extensive knowledge in a specific field is crucial for carrying out duties with maximum effectiveness. Employees with a high level of competence typically exhibit greater confidence in their ability to complete tasks and make more significant contributions to the team. This specialized knowledge improves collaboration and teamwork by allowing individuals with extensive expertise to provide guidance and support to their colleagues, while also sharing useful ideas. In addition, possessing a high level of expertise enables employees to effectively communicate by offering concise and comprehensive explanations on a certain subject, so promoting fruitful discussions. Proficiency in a particular field also enhances one's work ethic, since competent people are typically extremely committed to their work, consistently aim for optimal outcomes, and conduct themselves with honesty and integrity due to their awareness of the consequences of their actions.

Technical skills refer to the practical proficiencies necessary for accomplishing specified tasks utilizing appropriate equipment, technologies, or procedures. Employees possessing robust technical aptitude can operate with greater efficiency and efficacy, accomplishing projects of superior quality in a shorter duration. Proficiency in technical abilities fosters collaboration and teamwork by enabling capable professionals to assume leadership positions in team projects, oversee the execution of technical duties, and provide help to other team members. Proficiency in technical abilities enhances successful communication by enabling employees to articulate technical processes and procedures to their colleagues with clarity. In addition, possessing great technical abilities is indicative of a commendable work ethic, as individuals with technical expertise are often more committed and self-disciplined in their work. Moreover, they exhibit integrity by recognizing the significance of performing their tasks accurately.

Critical thinking skills encompass the capacity to examine situations, render well-informed judgments, and proficiently resolve issues. Proficiency in these skills is crucial for navigating intricate obstacles and circumstances in the professional environment. Employees with robust critical thinking abilities possess the capacity to impartially assess information, discern the most efficient resolutions, and execute suitable measures. Developing critical thinking abilities promotes collaboration and teamwork by enabling employees to contribute

to their teams' decision-making processes and problem-solving efforts more effectively. In addition, the presence of critical thinking abilities enhances successful communication by enabling employees to express their ideas with clarity and logical coherence, so facilitating the comprehension of issues and suggested remedies by their colleagues. Critical thinking skills are indicative of a strong work ethic, as individuals who possess these skills typically exhibit a strong commitment to producing high-quality work and behave with integrity due to their recognition of the significance of making ethical and rational choices.

In general, competences such as expertise, technical skills, interpersonal skills, and critical thinking skills have a substantial impact on employee behavior. These abilities enhance collaboration and teamwork, bolster communication, enhance work ethic, and uphold honesty and integrity. Therefore, organizations that allocate resources towards enhancing employee skills and abilities can establish a highly efficient, cooperative, and morally upright workplace, thereby facilitating the attainment of broader organizational objectives.

The Influence of Training on Employee Performance

Training is a crucial approach in human resource development that seeks to enhance employee competence and performance. The impact of training on employee performance can be observed through different factors, such as the pertinence of the training, its quality, the application of acquired knowledge, and the resulting behavioral modifications. Each of these factors has a crucial role in enhancing employee productivity, work quality, efficiency, and initiative.

Training relevance refers to the degree to which training materials align with the specific employment requirements of employees. Relevant training guarantees that employees obtain knowledge and skills that are directly applicable to their everyday duties. Aligning training with job objectives enhances employee motivation and enables more effective application of acquired information, resulting in increased production. For instance, a proficient employee who is knowledgeable in the utilization of contemporary technology that is pertinent to his or her occupation would exhibit enhanced productivity and efficiency. Furthermore, the relevance of training also enhances job quality as it equips employees with the necessary skills to satisfy specified standards and provide output of exceptional quality. This relevance also fosters initiative, as employees who grasp the significance and immediate applicability of their training are inclined to be more proactive in suggesting enhancements and innovations in their job.

The level of training provided significantly impacts employee performance. Training programs that employ efficient pedagogical techniques, skilled trainers, and comprehensive content are more likely to achieve success in enhancing employee knowledge and abilities. High-quality training enhances work efficiency by equipping employees with more efficient and expedient methods to accomplish their tasks. Employees that undergo comprehensive training tend to demonstrate enhancements in productivity due to their increased ability to operate efficiently and prevent time-consuming errors. Furthermore, high-quality training guarantees that personnel can uphold elevated standards in their work, thereby directly enhancing work quality. Effective training also fosters initiative by motivating employees to utilize their acquired knowledge and devise inventive strategies to overcome work-related obstacles.

The anticipated outcome of the training process is a modification in behavior. Effective training programs result in measurable enhancements across multiple dimensions of employee job performance. Proficiently trained employees demonstrate enhanced productivity as they can effectively apply newly acquired skills. Moreover, positive behavioral modifications significantly enhance job quality since proficient individuals tend to exhibit greater attention to detail and precision in executing their duties. Behavioral changes can also have an impact

on job efficiency, as individuals who have received training are able to recognize and eliminate wasteful stages in their work processes. Ultimately, employee behavior can be positively influenced by training that fosters a sense of competence and confidence, leading to more initiative. This is because employees who feel more capable and self-assured are more likely to actively seek opportunities to enhance their performance and make valuable contributions to the organization. In summary, comprehensive training programs that encompass the aspects of relevance, quality, knowledge application, and behavioral modifications have a substantial influence on the performance of employees. This training enhances not just employee productivity, job quality, efficiency, and initiative but also facilitates the attainment of overall company objectives. Therefore, making an investment in a high-quality training program is a crucial strategic measure to enhance employee performance and attain organizational success.

The Influence of Discipline on Employee Performance

Work discipline is the primary cornerstone for achieving optimal employee performance within a business. The adherence to regulations, punctuality, attendance and absence management, and conformity with authority, collectively referred to as discipline, greatly impacts employee performance, encompassing productivity, job quality, efficiency, and initiative.

Adherence to company regulations demonstrates that employees comprehend and adhere to the policies and processes established by the corporation. Adhering to regulations is associated with a higher level of structure and organization in employees' work, leading to a direct enhancement in productivity. Due to their exemption from regulatory penalties, they are able to accomplish activities at a quicker pace and with greater efficiency. Furthermore, adherence to laws enhances work quality as employees adhere to established standards and processes, guaranteeing that work output meets or beyond expectations. Strong compliance is indicative of a robust work ethic, wherein individuals are dedicated to attaining optimal outcomes using ethical means. This fosters initiative as it creates a sense of security for individuals to take proactive and inventive actions in their work without apprehension of violating regulations.

Timeliness is a crucial component of work ethic that directly influences effectiveness and output. Consistently punctual employees exhibit a sense of responsibility and dedication to their job. Being punctual guarantees that tasks are initiated and finished according to the predetermined timetable, hence minimizing tardiness and interruptions. This enhances productivity as staff can efficiently optimize their working time. Moreover, punctuality further enhances operational efficiency by enabling staff to adhere to a meticulously planned and organized workflow. Employees who possess strong time management skills are also more inclined to demonstrate initiative, as they experience a greater sense of organization and preparedness to tackle job-related issues. They have the ability to dedicate time to identify and execute process enhancements or novel advancements.

Employee compliance with authority demonstrates their reverence for the hierarchical framework and duties inside the organization. Employees who adhere to the directives of their superiors and collaborate with their colleagues exhibit a professional and productive demeanor. Following clear and exact directions enhances productivity as it enables employees to operate more efficiently. Adhering to authority's directives also guarantees the maintenance of excellent job quality, as employees operate in accordance with the standards established by their superiors. Adhering to authority can enhance work efficiency by preventing conflicts and confusion that may emerge from ambiguous task allocation. Furthermore, individuals that exhibit discipline in adhering to authority are more inclined to demonstrate initiative, as they see backing from the organizational framework and receive explicit direction in generating novel ideas or enhancing work procedures. Discipline, encompassing adherence to regulations,

punctuality, attendance and absence management, and obedience with authority, exerts a substantial influence on employee performance. Effective discipline enhances staff productivity, job quality, efficiency, and initiative, hence facilitating the attainment of overall company objectives. Organizations that effectively implement discipline will experience a boost in employee performance, resulting in a more efficient and cooperative work environment.

The Influence of Intrinsic Motivation on Employee Performance

Intrinsic motivation refers to an innate and internal impetus that inspires employees to perform diligently and passionately, without relying on external rewards or incentives. Intrinsic motivation factors, such as job satisfaction, task dedication, sense of achievement, and desire for learning, have a substantial influence on employee performance, encompassing productivity, work quality, efficiency, and initiative.

Job satisfaction refers to the good emotional state that employees experience when they feel content and fulfilled in their work. Increased job satisfaction enhances employees' enthusiasm and motivation to perform their job duties effectively. Enhanced job satisfaction leads to heightened productivity as contented personnel exhibit increased effort and concentration on their assigned duties. Furthermore, job contentment enhances work quality as contented individuals tend to be more diligent and endeavor to achieve optimal outcomes. Job happiness positively correlates with efficiency, as contented individuals are more inclined to operate in a methodical and systematic manner. Furthermore, contented individuals are inclined to display proactivity, actively seek opportunities to enhance work procedures, and provide innovative concepts to enhance their own performance and the overall firm.

A sense of accomplishment refers to the sensation of contentment and self-esteem that employees encounter while effectively finishing a task or attaining a certain objective. The feeling of accomplishment serves as a powerful source of motivation, enhancing productivity by inspiring individuals to work harder and achieve superior outcomes. Feeling a sense of satisfaction also enhances the quality of work, as employees who are content with their results are more inclined to be meticulous and uphold high standards. Moreover, a feeling of fulfillment enhances productivity, as people who take pride in their accomplishments typically exhibit greater organization and proficiency in completing tasks expeditiously and with superior quality. Employees that have a feeling of achievement are also more inclined to demonstrate initiative, as they possess confidence and motivation to further develop and make greater contributions to the firm.

The urge to learn is a powerful motivation to continuously enhance one's knowledge and skills. Employees with a strong inclination for acquiring knowledge actively seek out chances to expand their skills and knowledge, be it through structured training programs or their day-to-day job encounters. The enthusiasm for acquiring knowledge enhances efficiency, as people who persist in learning tend to possess greater expertise and are capable of working with enhanced effectiveness. Furthermore, the enthusiasm for acquiring knowledge enhances the quality of work, as individuals who consistently enhance their expertise and understanding are inclined to generate work of superior caliber. Continuing to study enhances efficiency, as people who have a passion for learning are capable of discovering novel and superior methods to do their tasks. Furthermore, personnel that possess a strong enthusiasm for acquiring knowledge are more like to demonstrate proactivity, as they consistently seek out chances for originality and enhancement in their tasks.

In summary, intrinsic motivation, encompassing factors such as job happiness, task devotion, a sense of achievement, and a thirst for knowledge, greatly influences employee performance. Intrinsic motivation has a positive impact on employee productivity, job quality, efficiency, and initiative, and also contributes to the accomplishment of overall corporate

objectives. Organizations that can foster and cultivate the inherent drive of their employees will witness enhancements in both individual and team performance, resulting in a more efficient, cooperative, and inventive work atmosphere.

The Influence of Competence on Employee Performance

Employee competency is founded upon expertise or a profound understanding of a specific topic. Employees with a high level of knowledge can efficiently and precisely accomplish jobs, resulting in a direct boost in productivity. They possess the ability to promptly detect and handle issues, resulting in decreased periods of inactivity and enhanced productivity. Furthermore, possessing a high level of experience significantly enhances the quality of work. Proficient employees in their respective domains typically generate work that meets or beyond defined benchmarks due to their profound comprehension of the necessary steps to get optimal outcomes. Proficiency also enhances productivity, since proficient personnel may execute duties in a more organized and methodical fashion, circumventing errors that may result in redundant effort. In addition, personnel with extensive expertise are more likely to demonstrate increased initiative. Due to their deep understanding of their field of work, they feel more self-assured in suggesting process enhancements or new breakthroughs.

Technical skills refer to the practical proficiencies necessary for accomplishing specified tasks utilizing appropriate equipment, technologies, or procedures. Employees possessing robust technical expertise can operate with greater efficiency, doing jobs of superior quality and in a shorter duration, hence enhancing output. Proficient technical skills are essential for producing superior work, as they enable personnel to employ suitable methodologies and protocols to get optimal outcomes. Efficiency is enhanced as individuals possessing proficient technical abilities are able to maximize resource use and minimize wastage. Employees that possess robust technical abilities are also more inclined to display initiative, since they have the ability to identify and seize opportunities to enhance work processes or create innovative solutions.

Interpersonal skills refer to the aptitude for effectively communicating and interacting with others. These skills are crucial for establishing strong professional connections and fostering a cooperative work atmosphere. Employees that possess strong interpersonal skills are able to effectively collaborate with their colleagues, effectively address issues, and cultivate a favorable work environment, hence enhancing productivity. Furthermore, possessing strong interpersonal skills also enhances the caliber of work, as it enables employees to communicate with clarity and efficacy, so preventing any potential misconceptions that may undermine the quality of their work. Efficiency is enhanced since personnel possessing strong interpersonal skills are able to collaborate more seamlessly in teams, effectively coordinate tasks, and minimize communication obstacles. Employees that possess robust interpersonal skills are also more inclined to exhibit initiative, as they experience greater ease in cooperating with colleagues and generating novel ideas.

Critical thinking abilities refer to the capacity to assess circumstances, reach well-informed conclusions, and efficiently resolve issues. Employees that possess robust critical thinking abilities can impartially assess information, pinpoint the most efficient resolutions, and execute suitable measures, hence enhancing productivity. Furthermore, the presence of critical thinking abilities enhances the caliber of work produced, since individuals possess the ability to consistently assess and enhance work procedures. Moreover, the presence of critical thinking skills among employees leads to enhanced efficiency as they are able to discern and eradicate any wasteful procedures within their work processes. Moreover, personnel that possess robust critical thinking abilities are more inclined to exhibit proactivity, as they can discern possibilities for enhancement and undertake the requisite measures to effectuate transformation.

In general, the combination of competences like as expertise, technical skills, interpersonal skills, and critical thinking skills greatly influences employee success. These qualities not only enhance employee productivity, job quality, efficiency, and initiative, but also contribute to the attainment of overall company objectives.

The Influence of Employee Behavior on Employee Performance

The conduct of employees has a substantial impact on their performance, encompassing factors such as productivity, job quality, efficiency, and initiative. Employee conduct, including collaboration, teamwork, communication, work ethic, and honesty and integrity, greatly influences task performance and the organization's desired outcomes. Collaboration and teamwork are essential components in a dynamic and intricate work environment. Employees who possess strong collaborative skills are often more efficient since they can effectively utilize the individual abilities and experience of each team member to accomplish shared objectives. Effective collaboration also guarantees effective task completion, as the appropriate allocation of work and seamless interaction minimize time wastage and redundant effort. Furthermore, the quality of work is enhanced by successful collaboration since it allows for the integration of varied ideas and viewpoints, resulting in superior and more original solutions. Engaging in teamwork fosters a sense of support and motivation among employees, leading to increased proactivity in their contributions towards achieving team success.

Efficient communication forms the basis for achieving excellent employee performance. Proficient employees has effective communication skills, enabling them to articulate ideas with clarity and receive constructive feedback. Effective communication enhances productivity by minimizing misunderstandings and ensuring alignment among all team members. Furthermore, providing precise instructions and expectations assists to the production of work of superior quality, as it enables staff to adhere to defined standards. Efficiency is enhanced when communication flows smoothly, as it minimizes the need to spend time on clarifying or rectifying errors. Proficient communicators among employees are also more inclined to demonstrate initiative, since they possess greater self-assurance in expressing their thoughts and participating in productive dialogues.

Honesty and integrity are fundamental principles that form the basis of ethical and professional conduct in the workplace. Colleagues and supervisors are more likely to trust and rely on employees who demonstrate honesty and possess strong integrity. This fosters a work atmosphere that is characterized by positivity and collaboration. The presence of honesty and integrity enhances productivity as trustworthy employees are able to perform more effectively, free from concerns about unethical conduct or manipulation. These characteristics additionally enhance the quality of work, as individuals who possess honesty and integrity will exert effort to produce exceptional work and will not compromise on standards. The presence of an honest work environment leads to a decrease in the necessity for close supervision and excessive auditing, hence enhancing efficiency and enabling employees to concentrate on their jobs. Furthermore, people who possess a strong sense of honesty and integrity are more inclined to demonstrate initiative, as they feel accountable for making excellent contributions and delivering their utmost effort in their work.

In general, employee characteristics like as collaboration, teamwork, communication, work ethic, and honesty and integrity greatly influence employee performance. These favorable behaviors not only enhance employee productivity, job quality, efficiency, and initiative but also foster a more peaceful, productive, and innovative work environment. Organizations that promote and cultivate these favorable behaviors will witness enhancements in both individual and team performance, ultimately bolstering the attainment of strategic objectives and the enduring prosperity of the firm.

Conceptual Framework

Based on the formulation of the problem, relevant previous research and the results and discussion of the research above, including:

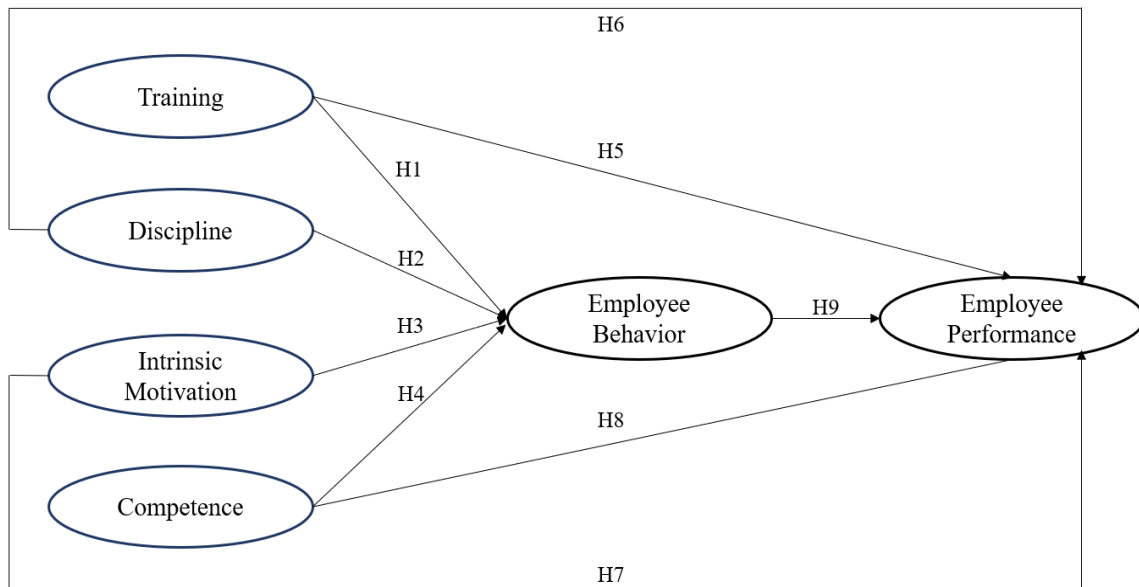


Figure 1. Conceptual Framework

Based on Figure 1 above, training, discipline, intrinsic motivation and competence affect employee performance with employee behavior as a mediating variable. In addition to the independent variables (training, discipline, intrinsic motivation and competence) above which affect the dependent variables (employee performance and employee behavior), there are other variables that affect employee performance and employee behavior, including:

1. Leadership: (Saputra & Mahaputra, 2022b), (Prasetyo et al., 2023), (Khalik et al., 2021).
2. Coworkers: (Mahaputra et al., 2023), (Haitao, 2022), (Fraboni et al., 2023).
3. Workload: (Ali et al., 2022), (Saputra et al., 2023), (Putri et al., 2023).

CONCLUSION

Based on the problem background, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Training affects Employee Behavior;
2. Discipline affects Employee Behavior;
3. Intrinsic Motivation affects Employee Behavior;
4. Competence affects Employee Behavior;
5. Training affects Employee Performance;
6. Discipline affects Employee Performance;
7. Intrinsic Motivation affects Employee Performance;
8. Competence affects Employee Performance; and
9. Employee Behavior affects Employee Performance.

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