



The Effect Of Work Discipline And Job Training On Employee Work Performance With Job Satisfaction As An Intervening Variable (Study Of The Prokopim Section Of The Jember Regency Secretariat)

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ABSTRACT

This study aims to examine the influence of work discipline and job training on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat with job satisfaction as an intervening variable. The problem raised is the extent to which discipline and job training can improve work performance directly or indirectly through employee job satisfaction. The research method used was quantitative with data collection through questionnaires and data analysis using path regression to test variable relationships. The results of the study show that work discipline and job training each have a positive and significant effect on work performance. In addition, both also have a significant effect on job satisfaction, which in turn becomes a mediating variable in strengthening the influence of these two variables on work performance. In other words, job satisfaction strengthens the positive impact of discipline and training on improving the work performance of Prokopim employees. The conclusion of the study emphasizes the importance of developing work discipline and continuous training, accompanied by efforts to increase job satisfaction as the main strategy in optimizing employee achievement. The implications of this research encourage Prokopim management to focus on improving the quality of training and the implementation of effective work discipline to create productive and motivated employees.

INTRODUCTION

The current world of work does show increasingly complex and competitive dynamics, especially in the government sector which has a great responsibility in providing quality and timely public services (Madurani & Pasaribu, 2022). In the era of globalization and rapid advances in information technology, the demand to increase productivity and work efficiency has become crucial (Sinambela, 2016). The rapid development of technology requires government organizations to be able to innovate and adapt quickly so that the services provided remain relevant and responsive to the needs of the community (Adeniyi, 2024). In addition, changes in the external environment, such as changing central government policies and increasingly diverse social challenges, are also putting greater pressure on employee performance (Mokosolang et al., 2021). A work environment that requires employees to always adapt to changes and increasingly high work standards poses various challenges, one of which is ensuring that employees have good work discipline and qualified skills through effective training (Anggraini & Fish, 2021).

This situation shows that if discipline and training do not run optimally, then employee work performance can be disrupted and negatively impact the overall performance of the organization (Melati et al., 2022). Employee performance is one of the main indicators that reflects the success of an organization in achieving its vision and mission. Employees with high work performance are not only able to complete their tasks on time and with quality, but also contribute to the creation of a conducive, collaborative, and productive work atmosphere (Burhan, 2022). This positive work atmosphere is very important in realizing synergy between teams, so that it can accelerate the achievement of organizational targets (Lestari & Permatasari, 2023). In addition, high work performance also increases customer and community satisfaction as service users, because good work results are usually in line with improving service quality (Nazmi et al., 2021). In an increasingly competitive world of work, work performance is the main benchmark of organizational productivity and effectiveness in the face of increasingly fierce competition (Inayat, 2022).

Therefore, human resource management is very important, where the organization must be able to facilitate, foster, and motivate employees so that they can achieve optimal performance consistently and contribute optimally to the progress of the organization (Agustin & Tyas, 2024). Work discipline is an employee's attitude and behavior that reflects compliance with regulations, rules, and standards that have been set by the organization (Sulaiman et al., 2025). In addition, work discipline not only involves discipline in terms of time, such as arriving on time and complying with work rules, but also includes aspects of responsibility, consistency, and commitment in completing tasks professionally (Afifah et al., 2024). With good discipline, an orderly and productive work atmosphere will be created, which allows employees to work more efficiently and focus on achieving organizational goals. Therefore, work discipline is an important foundation for individual and group performance in the work environment, because discipline will directly affect the quality and quantity of work results (Amanda et al., 2024). In addition, job training is a series of activities that are systematically and planned to improve employees' skills, knowledge, and work attitudes in accordance with the needs and demands of the organization (Rochimin & Sukrispiyanto, 2022).

This training aims to equip employees with technical and non-technical skills that can support the improvement of work performance and improve their ability to adapt to rapid changes in the work environment (Indrawan, 2021). With proper and continuous training, employees are expected to significantly improve their competencies so that they are able to carry out their duties and responsibilities with quality and quantity that meets organizational standards (Fitri et al., 2023). Therefore, job training is not only a means of human resource development, but also a strategic investment that can strengthen the competitiveness of the organization in the long term (Purnomo & Hasanah, 2023). Job satisfaction plays a very

important role as an intervening variable that links the influence of work discipline and training on work performance (Ambat et al., 2023). Job satisfaction is a reflection of employees' positive feelings towards the work environment, relationships with colleagues and superiors, awards received, and opportunities to develop professionally (Ramadhani et al., 2024). Employees who feel satisfied with their work tend to have higher motivation and morale, so they can increase productivity and quality of work output (Mawardah & Prawitowati, 2023). In this context, job satisfaction is not only the ultimate goal, but also serves as a reinforcer of the cause-and-effect relationship between discipline, training, and work performance, so understanding the role of these variables is essential in efforts to improve organizational performance (Monica & Partina, 2024). A literature review of previous studies reveals that there is an empirical gap that is important to overcome.

A number of studies have found inconsistent results regarding the influence of work discipline and training on achievement, especially when job satisfaction is used as an intervening variable. Some studies report no significant relationship between these variables ((Nazmi et al., 2021), (Windyaningsih, & Trigono, 2023), (Fangiziah et al., 2023) and (Oktavia et al., 2025), while other studies have found significant relationships, resulting in inconsistencies in results (Infeb, 2023; JIRM, 2023). This condition indicates the need for further empirical confirmation so that the relationships between variables can be explained more clearly and reliably. In addition, there are still limitations in the form of a lack of a valid instrument to measure the role of job satisfaction as an intervening variable (Azka et al., 2022). Previous research has also not explored in depth the possibility of other moderation or mediation variables that can strengthen or weaken the relationship between variables, so further research is needed to fill this empirical gap and improve the consistency of research results in this field (Nazmi et al., 2021; Infieb, 2023). This research focuses on the Protocol and Leadership Communication Section (Prokopim) of the Regional Secretariat (Setda) of Jember Regency, a work unit that plays a strategic role in the success of regional leaders' activities and communication. The selection of Prokopim as the object of study is based on the fact that the level of work discipline and employee participation in training has not reached the optimal target, while the available quantitative data show the need for improvement in the aspect of job satisfaction which has an impact on work performance. With this background, this study has high relevance to explore in detail how the interaction between work discipline, job training, and job satisfaction affects work performance in the Prokopim Regional Secretariat of Jember Regency, so that the results can be the main reference in policy making.

Table 1. Comparison of Target Performance Achievements

STRATEGIC GOALS	PERFORMANCE INDICATORS	TARGET		REALIZATION	
		2023	2024	2023	2024
Regional Apparatus Financial Administration	Orderly Percentage of Government Performance				
	Accountability Reports	100 %	100 %	94,72 %	99,30 %
General Administration of Regional Apparatus	Percentage of General Administration Managed	100 %	100 %	98,61 %	98,70 %
	Provision of Support Services for Local	100 %	100 %	96,96 %	96,30 %
	Fulfillment Rate of				

Government Affairs	Support Services				
Maintenance of Regional Property to Support Regional Government Affairs	Percentage of Fulfillment Rate of Regional Property Needs	100 %	100 %	96,93 %	99,10 %
Protocol Implementation and Leadership Communication	Percentage of Protocol Implementation and Leadership Communication	100 %	100 %	97,81 %	99,90 %

Source : Accounting and Reporting Documents of the Protocol and Communication Section of the Leadership as of December 31, 2023 and 2024

Based on quantitative data from the Protocol and Leadership Communication (Prokopim) section of the Jember Regency Secretariat in 2023 and 2024, it can be explained that the level of realization of strategic goals in the indicators of protocol implementation and leadership communication still varies. In 2023, the realization rate will reach 97.81% of the 100% target, then increase to 99.90% in 2024. This shows that there has been significant improvement, but it has not been fully realized 100%. In addition, other indicators such as managed general administration also experienced a slight increase from 98.61% in 2023 to 98.70% in 2024. For the maintenance of regional property, the realization increased from 96.93% to 99.10%, but there is still a small gap from the set target. Meanwhile, in the provision of supporting services, the realization actually shows a slight decrease from 96.96% in 2023 to 96.30% in 2024. This data confirms that although performance achievement in general is quite high, the realization of targets that are not fully achieved in some aspects reflects the room for improvement in work discipline, training, and employee job satisfaction.

This indicates that the effectiveness of the implementation of tasks within Prokopim can still be improved through strengthening work discipline and optimizing training, while paying attention to job satisfaction as a supporting factor to encourage even more optimal work performance. Variations in realization can also cause differences in the quality of services provided, so this data-based strategic policy is needed to improve consistency and achieve performance targets in the future. The implications of this study have an important meaning for the development of human resource management in the government environment, especially in the context of the Prokopim Section of the Jember Regency Secretariat. By understanding how work discipline and job training affect employee achievement through job satisfaction as an intervening variable, leaders can design more targeted policies and development programs to improve employee performance.

The results of the research are expected to make a real contribution in the form of strategic recommendations, so that the quality of public services achieved by local governments can be significantly and sustainably improved. This research is also a foothold for the development of further research that examines more in the form of relationships between variables in the context of local government. This research has a novelty in the focus of testing the model of the relationship between work discipline, job training, job satisfaction, and employee achievement in the local government bureaucratic environment, which is still rarely studied simultaneously. These findings are expected to expand the empirical literature related to the behavior of public sector organizations and become a reference for similar research in other government agencies.

LITERATURE REVIEW

Work Discipline (X1)

Work discipline is a person's behavior that is in accordance with existing work rules and procedures, including attitudes, behaviors, and deeds in accordance with organizational rules, both written and unwritten (Rosalini et al., 2022). The following are indicators to measure work discipline:

1. Attendance and Punctuality: Prokopim employees are expected to be present according to the set work schedule, not late or absent without a valid reason, in order to ensure smooth administrative support and communication of the leadership.
2. Compliance with Regulations and Procedures: Employees must consistently comply with the rules, policies, and procedures applicable within Prokopim to maintain the standards and integrity of the performance of duties.
3. Responsibility in Performing Tasks: The level of responsibility of employees can be seen from their seriousness in completing protocol and administrative tasks with optimal and timely results.
4. Attitudes and Behaviors in the Workplace: Prokopim employees are expected to show a positive attitude, respect each other between colleagues and superiors, and maintain professional ethics during work.
5. Ethics and Discipline at Work: Work discipline at Prokopim is reflected in the ethical attitude of employees who do not take actions that are detrimental to the organization and always comply with the norms and rules that apply in the workplace.

Job Training (X2)

Job training is a short-term educational process with systematic and organized procedures that aim to improve employees' knowledge, skills, and work attitudes so that they can carry out their duties more effectively (Fitri et al., 2023). The following are indicators to measure job training:

1. Employee Performance Improvement: The success of training at Prokopim can be seen from the increase in employee performance after training, which is measured through evaluation of work target achievement and routine assessments.
2. Increase in Work Productivity: Effective training at Prokopim will increase employee productivity, which can be seen from the increase in the quantity and quality of work results compared to before the training.
3. Reduced Work Errors: After participating in the training, the error rate of Prokopim employees in carrying out their duties is expected to decrease, showing an improvement in their ability and quality of work.
4. Increased Employee Retention: Training provides motivation and a sense of appreciation for Prokopim employees, so that they tend to stay longer and be loyal to the organization.
5. Increased Innovation and Creativity: Successful training at Prokopim can stimulate employees to generate new ideas and innovations in the work process, although these indicators are qualitative and require more in-depth observation.

Job Satisfaction (Z)

Job satisfaction is an employee's positive or negative attitudes and feelings towards their work, which has an impact on motivation, performance, and loyalty within the organization (Bunga et al., 2023). Here are indicators to measure job satisfaction:

1. Job Itself: Prokopim employees are satisfied if the tasks they do are interesting, challenging, and diverse, with adequate autonomy and the use of various skills so that they interpret their work as an important part of public service.

2. Pay & Benefits: Job satisfaction is influenced by whether the salaries and various benefits received by employees of the Jember Regency Secretariat are considered fair and competitive, including facilities such as health insurance and bonuses that make employees feel appreciated.
3. Promotion: Employees feel motivated when there are clear career opportunities, training that supports professional development, and promotion opportunities that show the organization's commitment to employee growth.
4. Supervision: A good working relationship with the boss at Prokopim is very important; employees are more satisfied when the boss provides support, is fair, and is able to provide direction and constructive feedback to improve performance.
5. Coworkers: Job satisfaction also comes from harmonious social relationships among Prokopim employees, where teamwork, support between colleagues, and a sense of togetherness create a conducive work atmosphere.

Work Performance (Y)

Work achievement is the result of work achieved by a person in carrying out tasks that have been charged based on skills, experience, seriousness, and time. This definition emphasizes the aspects of workers' ability and positive attitudes in achieving the specified work targets (Oktavia et al., 2025). The following are indicators to measure work performance.

1. Work Results: Describe how much and how well administrative service activities, protocols, and leadership communication are completed by employees of the Jember Regency Secretariat Prokopim according to the targets and standards set, including the timeliness of reporting and the minimum of errors in the implementation of duties.
2. Job Knowledge: Refers to the understanding of Prokopim employees of the procedures, administration, and main duties and functions of protocol and leadership communication services that affect the smooth and accurate work results.
3. Initiative: It is shown through the ability of employees to take active steps to overcome obstacles in the field, adapt to the demands of leadership activities, and complete tasks without waiting for instructions continuously.
4. Mental Dexterity: Includes the speed and responsiveness of employees in receiving and following up on leaders' instructions, adjusting to changes in activity schedules, and completing tasks efficiently in a dynamic work environment.
5. Work Attitude: Reflects the enthusiasm, motivation, discipline, and positive behavior of every employee of the Jember Regency Secretariat Prokopim in supporting the smooth running of leadership activities and daily administrative services.

METHODS

This study uses a quantitative research method with an explanatory approach. The population in this study is employees, namely the Prokopim section of the Jember Regency Secretariat as many as 55. Based on this research because the population is not greater than 100 respondents, the author takes 100% of the population in Employees, namely the Prokopim Section of the Jember Regency Secretariat as many as 55. In this study, the author used the Probability Sampling with techniques saturated sampling. According to Squirrel, (2016) What is meant Probability Sampling is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Squirrel, (2016) Technique saturated sampling is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses Structural Equation Modeling (SEM) with statistical tools SmartPLS. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS

Outer Loading Test

Table 2. Outer-loadings results

	Z		Y		X1		X2
Z1	0.890	Y1	0.821	X1.1	0.813	X2.1	0.889
Z2	0.845	Y2	0.868	X1.2	0.849	X2.2	0.874
Z3	0.919	Y3	0.855	X1.3	0.723	X2.3	0.953
Z4	0.823	Y4	0.889	X1.4	0.748	X2.4	0.864
Z5	0.874	Y5	0.850	X1.5	0.853	X2.5	0.934

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Contruck Reliability and validity test

Table 3. Results of Contruck Reliability and validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.923	0.971	0.940	0.759
Y	0.887	0.857	0.862	0.841
X1	0.856	0.836	0.788	0.871
X2	0.792	0.872	0.836	0.782

The basis used in the reability test is the Composite reability coefficient value and Cronbach's alpha coefficients above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as the Composite reability coefficient value and Cronbach's alpha coefficients > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Direct Influence Path Calculation

Table 4. Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 > Y	0.766	0.002	Positive and Significant Effect
X2 > Y	0.989	0.000	Positive and Significant Effect
Z > Y	0.848	0.000	Positive and Significant Effect

The results in Table 4. are the results of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows: a. The effect of work discipline (X1) on work performance (Y) the analysis results showed that the T Statistics value was 0.766 and the p-value was 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a

significant positive influence of X1 (work discipline) on Y (work performance). b. The effect of job training (X2) on work performance (Y) the analysis results show that the T Statistics value is 0.989 and the p-value is 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X2 (job training) on Y (work performance). c. The effect of job satisfaction (Z) on work performance (Y) the analysis results showed that the T Statistics value was 0.848 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of Z (job satisfaction) on Y (work performance).

Indirect Influence Path Calculation

Table 5. Value of the Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
X1 > Z > Y	0.919	0.000	Significant
X2 > Z > Y	0.563	0.005	Significant

The results given in table 5. The above shows the indirect influence of the variable X1 (work discipline) on the influence of the variable Y (work performance) mediated by job satisfaction (Z), then the influence of the variable X2 (job training) on the variable Y (work performance) through the variable job satisfaction (Z) as mediation, as follows: The indirect influence from X1 (work discipline) to Y (work performance) which was mediated by the variable Z (job satisfaction) the results of the analysis showed that the T Statistics value was 0.919 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X1 (work discipline) on Y (work performance) mediated by job satisfaction (Z). The indirect influence from X2 (job training) to Y (work performance) which was mediated by the variable Z (job satisfaction) the results of the analysis showed that the T Statistics value was 0.563 and the p-value was 0.005. Because the p-value is lower than the significance level of α ($0.005 < 0.05$). This indicates that there is a significant positive influence of X2 (job training) on Y (job performance) mediated by job satisfaction (Z).

Coefficient of Determination (R2 Test)

Table 6. Adjusted R-squared coefficients

Adjusted R-squared coefficients	
Z	0.814
Y	0.869

The above determination coefficients are presented in the form of Adjusted R-squared coefficients in table 6. Based on the r-square value in the table, it is shown that job satisfaction is able to explain work performance of 81.4% or is categorized as moderate, and the remaining 18.6% is explained by other constraints other than those studied in this study. Meanwhile, work performance was able to explain the variable of job satisfaction by 86.9% or categorized as moderate correlation, and the remaining 13.1% was explained by other constraints outside of those studied in this study.

DISCUSSION

Work discipline affects the work performance of the Jember Regency Secretariat Prokopim

Work discipline is one of the key factors that determine the success of the performance of government apparatus. In the context of public organizations such as the Prokopim Section of the Jember Regency Secretariat, discipline is not only related to compliance with the rules, but also reflects the moral and professional responsibility of employees in carrying out their duties. Good discipline creates order, increases work efficiency, and strengthens the trust of leaders and the public in the quality of services provided. Therefore, this study examines the extent to which work discipline is able to affect the work performance of employees in the Prokopim environment. The results of the study show that work discipline has a significant influence on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat. In general, the higher the level of employee discipline in carrying out their duties and responsibilities, the better the performance achievements produced. This can be seen from the regularity in attendance, compliance with regulations, and the professional attitude shown in the implementation of daily tasks. Presence and punctuality have proven to be the most prominent indicators in strengthening work performance. Employees who are always present according to work schedules, rarely absent, and arrive on time are able to make a great contribution to the smooth administrative and communication process of the leadership. Punctuality also reflects a commitment to responsibility, so that activities such as event scheduling, information delivery, and protocol support can be carried out without hindrance. The factor of compliance with work regulations and procedures also plays an important role in improving employee work performance.

The findings show that employees who comply with organizational rules and policies are able to work more orderly and systematically. This compliance creates an orderly work atmosphere, reduces administrative errors, and strengthens the leader's trust in the performance of the Prokopim work unit. Thus, compliance contributes significantly to the effectiveness of the implementation of official duties. Indicators of responsibility in doing tasks show that employees who have the ability to complete tasks on time and with optimal results tend to have better work performance.

The results of the study indicate that a sense of responsibility encourages employees to work seriously, not to delay work, and take the initiative to find solutions to obstacles that arise. As a result, the overall performance of Prokopim has increased, especially in the field of administrative and protocol services. Attitudes and behaviors in the workplace have also been shown to have an effect on work performance. Employees who show a positive attitude, respect each other, and maintain good relationships with colleagues and leaders create a conducive work environment. This attitude facilitates coordination, facilitates communication, and increases teamwork. These findings confirm that harmonious interpersonal relationships are a supporting factor in achieving optimal work performance. In addition, ethics and discipline in work are moral aspects that strengthen the professionalism of Prokopim employees. Employees who maintain ethics, stay away from actions that are detrimental to the organization, and always uphold work norms, are able to create a positive image for the work unit. This ethical discipline not only has an impact on individuals, but also on increasing public trust in bureaucratic services. Thus, work ethics and integrity are the main foundation in optimizing employee achievement. These findings are in line with research results from (Saiba et al., 2021) and (Nazmi et al., 2021) which states that work discipline has a significant effect on employee achievement within the Banyuwangi Regency Regional Secretariat. Similarly, research by (Sapu et al., 2023) emphasizing that employees who have a high level of discipline tend to show more optimal productivity and performance. Therefore, improving work discipline can be used as a strategic strategy in improving the performance of the regional bureaucracy in a sustainable manner.

Job training affects the work performance of the Jember Regency Secretariat Prokopim

Job training is fundamental in the development of modern human resources, especially in the bureaucratic environment of public services such as the Prokopim Section of the Jember Regency Secretariat. Through job training, employees not only improve technical competence and knowledge, but also build mental readiness and work motivation. The effectiveness of training is highly determined by the suitability of materials, methods, and the willingness of employees to implement the results of training in daily tasks. Thus, training is an essential strategy to ensure that Prokopim employees are always adaptive and superior in facing dynamic work challenges. The results of the study show that job training has a significant positive effect on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat. Effective training is able to improve employee competencies and abilities so that it has a direct impact on improving more optimal and measurable performance. This is in line with the principle that training as a process of human resource development plays a crucial role in forming employees who are more prepared and productive in carrying out their duties.

Improving employee performance after training is the main indicator that shows the success of the training program at Prokopim. Evaluation of work target achievement and routine assessment confirmed that employees who participated in the training tended to achieve work goals better than before the training. These findings support the view that training can provide new knowledge and skills that are directly applied to improve work performance. In addition, the increase in work productivity was also observed significantly after the training took place. Employees are not only able to increase the quantity of work, but also improve the quality. Systematic training helps employees optimize their time and available resources so that they are able to work more efficiently and with high productivity. This condition reinforces the positive relationship between training and productivity that has been widely proven in the context of government and private organizations.

A decrease in the rate of post-training work errors is also an important finding in this study. With training, employees become more aware of the operational standards and procedures that must be followed so that errors or work defects can be minimized. This in addition to improving the quality of work output, it also reduces repair costs and increases the trust of leaders and service users. Increasing employee retention is an indirect but important indicator of the effect of job training. Training gives employees a sense of appreciation while increasing their motivation and loyalty to the organization. Employees who feel supported in their own development tend to stay longer and show high commitment, which ultimately has a positive impact on organizational stability and sustainability. Finally, successful training is also able to stimulate innovation and creativity of employees at Prokopim. Although these indicators are more qualitative and require long-term observation, the results show an increase in employee interest in contributing new ideas to the work process. This creativity can support the improvement of service quality and the development of more effective work methods.

Support for these results was found in a number of studies (Nazmi et al., 2021) and (Usu et al., 2024) which statistically shows that partial and simultaneous job training has a significant effect on improving work performance in the public and private sectors. Quantitative research showed an R Square value of up to 62.3% in communication office employees, as well as positive correlation coefficients in other agencies, all of which indicated a significant contribution of training to the implementation and achievement of better work performance.

Job training affects the job satisfaction of the Jember Regency Secretariat Prokopim

Job training is one of the strategic instruments that not only improves technical skills, but also has a significant impact on employee job satisfaction within the Prokopim Section of the Jember Regency Secretariat. Through a structured and relevant training program, employees receive debriefing both in terms of competence and in building confidence and work morale. A supportive work environment with an emphasis on employee development through training has

been proven to increase motivation, loyalty, and a sense of appreciation among employees, so that job satisfaction also increases.

Indicators of employee performance improvement are the main benchmarks for the success of the training program. This study found that Prokopim employees who have participated in the training consistently show performance improvements in achieving work targets and routine evaluation results. The direct effect of training in the form of increased skills and knowledge makes employees more confident in completing the work, which has an impact on satisfaction and pride in their own work. The next impact can be seen on work productivity. Effective training encourages employees to be able to increase the quantity and quality of work output, both individually and as a team. This real contribution adds to the sense of satisfaction, because every effort and ability of employees plays a role in the success of the organization. Increased productivity also increases staff self-confidence and happiness because they feel more effective and efficient in completing tasks.

The decrease in the rate of work errors is another important indicator. After the training, employees have a better understanding of work procedures, quality standards, and operational management. As a result, the risk of errors is drastically reduced, so employees feel safer and calmer. This condition fosters satisfaction because work obstacles can be minimized and the credibility of the service is maintained. In addition, programmed training increases the chances of employee retention or loyalty. Training programs that are conducted regularly provide recognition for contributions as well as career development for individuals, so that employees feel valued and motivated to stay and contribute longer to the organization. This increases employees' sense of belonging and happiness towards the institution where they work. The training also opens up space for the growth of innovation and creativity in the Prokopim environment. Employees who receive training become more adaptive and enthusiastic to try new methods, and do not hesitate to actively participate in work process updates. The innovations born from training increase collective awareness of the importance of continuous learning in order to maintain job satisfaction in a sustainable manner.

Research (Mawari Gusnawati, Vivi Nila Sari, 2023), (Rachmaniah, 2024), (Oktavia et al., 2025) and (Oktavia et al., 2025) Strengthening the results of this study, such as research in government and private agencies that shows that job training has a significant positive effect on job satisfaction with a direct coefficient value of 0.309 at a significance level of 5%. Thus, job training is a strategic step in an effort to improve the quality and job satisfaction of employees of the Prokopim Section of the Jember Regency Secretariat in a sustainable manner.

Job satisfaction affects the work performance of the Jember Regency Secretariat Prokopim

Job satisfaction is one of the core factors that greatly determine the work performance of employees in the Prokopim Section of the Jember Regency Secretariat. Increasing job satisfaction has an impact on the emergence of intrinsic motivation, dedication, and commitment of employees to achieving organizational performance targets. Well-managed satisfaction factors not only increase productivity but also strengthen a professional identity as a public servant. The "work itself" indicator shows that employees who find their tasks interesting, challenging, and varied to be more motivated at work. Meaningful work and providing autonomy makes employees feel valued and important in the public administration process. This condition encourages them to produce optimal performance and actively contribute to work innovation. Satisfaction with salaries and benefits also plays a vital role. Employees who receive fair and competitive compensation and perks, such as health insurance, bonuses, and other benefits, feel more valued. The feeling of being rewarded through appropriate rewards increases work morale and loyalty so that work performance can be more optimal, both in terms of quantity and quality of work results. Aspects of promotion and career opportunities also improve the work performance of employees. The opportunity to participate in training, get a promotion, and feel

the organization's attention to professional development builds enthusiasm to improve performance in order to seize existing opportunities. This motivates employees to work better and achieve organizational goals. Good supervision from superiors is another factor that greatly affects work performance. Employees become more satisfied and motivated if they feel supported, guided, and receive direction and constructive feedback. Fair supervision creates a harmonious work atmosphere, spurs confidence, and ultimately has a positive impact on the achievement of work results. Harmonious relationships between colleagues also encourage the achievement of optimal work performance. Strong support and cooperation facilitate communication and task coordination, creating a conducive work climate. Togetherness and solidarity in a team also increases collective motivation and helps accelerate the achievement of shared goals with more effective results.

Support for these findings is strengthened by research (Azka et al., 2022), (Inayat Hanum Indriati, 2022) and (Hakim et al., 2023) within the Jember Regency government, which proves that job satisfaction has a significant positive effect on employee work performance. Research (Nazmi et al., 2021) and (Indrawan, 2021) indicates that the job satisfaction variable, along with competency and career development factors, simultaneously contribute more than 40% to the variation in employee work performance, with strong regression analysis significance. Thus, increasing job satisfaction is a strategic step for achieving superior performance in the Jember Regency Secretariat Prokopim.

Work discipline affects the work performance of the Jember Regency Secretariat, through job satisfaction as an intervening variable

The results of the study show that work discipline has a positive and significant influence on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat, especially when job satisfaction is used as an intervening variable. Good work discipline, reflected through punctual attendance, compliance with regulations, responsibility in duties, professional attitude, and maintained work ethics, directly impact the formation of a conducive and pleasant work environment for employees. Job satisfaction acts as a bridge that strengthens the relationship between work discipline and work performance. Prokopim employees who are disciplined in carrying out their main tasks tend to feel more satisfied at work, because an orderly and respectful work environment helps increase work comfort and happiness. The satisfaction that arises from this discipline triggers intrinsic motivation, pride, and loyalty of employees to the organization, so that the drive to achieve work achievements is even higher. Empirically, regression analysis proves that work discipline has a direct effect on work performance, as well as having an indirect effect through job satisfaction. When employees feel high job satisfaction due to the application of discipline, they become more productive, responsive to challenges, and able to create optimal and quality work results. Thus, job satisfaction is a mediating factor that strengthens the positive impact of work discipline on the achievement of work performance of Prokopim employees.

These findings also have support from various other studies (Inayat Hanum Indriati, 2022), (Tanjung & Rasyid, 2023), (Harefa, 2023) and (Nugraha, 2024) which emphasizes that work discipline and job satisfaction simultaneously or partially have a significant effect on work performance in the public and private sectors, as happens in Jember Regency and similar agencies. The results of the F test and regression test showed that the variables of discipline and job satisfaction together contributed greatly to the improvement of employee work performance. Thus, prioritizing policies to improve work discipline and job satisfaction is an effective strategy to optimize work performance in the Prokopim Section of the Jember Regency Secretariat (Nazmi et al., 2021).

Job training affects the work performance of the Jember Regency Secretariat, through job satisfaction as an intervening variable

The results of the study show that job training has a positive and significant influence on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat, especially if job satisfaction is used as an intervening variable. Effective job training improves employees' competencies, skills, and motivation so that they are better prepared and motivated in carrying out their duties.

This increase not only has a direct impact on improving work performance, but also contributes to the formation of high job satisfaction. Job satisfaction serves as a variable that mediates the relationship between job training and job performance. Employees who receive training feel more valued, are better able to cope with job challenges, and feel that the work environment supports their professional development.

This increased job satisfaction spurs intrinsic motivation and employee commitment to provide optimal work results, maximizing the role of training in improving achievement. Regression analysis in the study proved that there was a significant influence of job training on work performance directly, as well as an indirect effect through job satisfaction as a mediation. This shows that training that builds employee satisfaction will strengthen the positive impact of training on work performance, resulting in more quality and productive work output.

This research is in line with the findings of several researches (Purnomo & Hasanah, 2023), (Febriyanti et al., 2024), (Musana et al., 2024) and (Idris, 2024) in the government and private sectors in Jember Regency which affirms the central role of training and job satisfaction in influencing work performance.

The results of statistical tests support that the combination of training and job satisfaction simultaneously contributes significantly to improving employee achievement, so that strengthening training programs accompanied by strategies to increase job satisfaction must be the focus of organizational policies in the Prokopim of the Jember Regency Secretariat.

CONCLUSION

Based on the results of the research, it can be concluded that the following things can be concluded related to the influence of work discipline, job training, and job satisfaction on the work performance of employees of the Prokopim Section of the Jember Regency Secretariat:

1. Work discipline affects work performance. The consistent application of work discipline characterized by attendance, compliance with regulations, responsibilities, and work ethics significantly improves the work performance of Prokopim employees.
2. Job training has an effect on job performance. A structured and relevant training program is able to improve the competence and performance of employees, encouraging the achievement of more optimal work targets in the Prokopim environment.
3. Work discipline affects job satisfaction. Employees with high discipline tend to feel greater job satisfaction thanks to an orderly, respectful, and supportive work environment for employees' professional achievements.
4. Job training affects job satisfaction. Effective training provides recognition, development opportunities, and a sense of appreciation, thereby increasing employee happiness and loyalty at Prokopim.
5. Job satisfaction affects work performance. High job satisfaction, both in terms of employment, compensation, career opportunities, supervision, and social relations, has a positive impact on employee commitment and the work performance produced.
6. Work discipline affects work performance through job satisfaction as an intervening variable. The effect of work discipline on job performance is strengthened when job satisfaction increases; Disciplined employees are usually more satisfied so that they are encouraged to perform optimally.

7. Job training affects job performance through job satisfaction as an intervening variable. Training that has an impact on employee job satisfaction indirectly strengthens the influence of training on work performance, because satisfied employees tend to be more skilled, innovative, and motivated to achieve the best work results.

LIMITATION

1. Organizations should improve the implementation of work discipline through clear policies, routine supervision, and providing examples from leaders so that the work culture of discipline continues to be maintained and has an impact on the work performance of Prokopim employees of the Jember Regency Secretariat.
2. It is important for Prokopim leaders to organize job training programs in a continuous manner and relevant to the needs of the task. With the right training, employee competence and motivation can increase so that work performance can continue to be developed.
3. Strengthening the job satisfaction factor needs to be a special concern, such as through improving work facilities, giving awards, career development, and building a harmonious work environment. This step will strengthen the positive relationship between discipline, training, satisfaction, and employee work performance.
4. Follow-up research is recommended to explore other factors that can affect work performance, such as motivation, leadership, work environment, or workload, so that performance improvement strategies can be more comprehensive and effective.
5. It is necessary to conduct a routine evaluation of the effectiveness of discipline, training, and job satisfaction programs, to ensure sustainability and policy adjustments according to the development of organizational needs and employee aspirations.

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