

# Work training and work discipline on employee productivity

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## ABSTRACT

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A good company or agency will manage human resources well. The company places human resources as the company's main asset and is very dependent on the human resources it has. It can be viewed from From an organizational standpoint, productivity represents a distinct concept that goes beyond mere attempts to improve the efficiency and outcomes both in quality and quantity of a series of activities. Rather, it should be understood within a broader economic context involving systemic processes and strategic goals. This study was conducted to examine the influence of job training on employee productivity and to evaluate the role of work discipline in enhancing productivity outcomes. The research population included all staff members of Perumda Air Minum Tirta Bumi Sentosa, located in Kebumen Regency. A census sampling technique (saturated sampling) was utilized, resulting in 102 valid respondents. Data were gathered through a structured questionnaire featuring Likert-scale items, all of which had undergone validity and reliability testing. To analyze the data, multiple linear regression analysis was applied as the core statistical method. The findings indicated that job training contributes positively to enhancing employee productivity, while work discipline.

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## 1. Introduction

### 1.1 Background

In the era of increasingly advanced globalization, the intensity of competition among companies has risen significantly. This situation encourages every individual in the workforce to continuously develop their capacities and competencies in an active manner. Within such a challenging business environment, innovation and the enhancement of competitive advantage have become imperative for organizations. One of the most crucial elements in addressing this competition is the optimal management of human resources. Human resources are no longer perceived merely as technical executors, but rather as strategic assets that contribute significantly to the achievement of organizational objectives. Successful organizations generally position human resources at the core of their strength, since organizational achievement is significantly shaped by the competence and caliber of its human resources, in practical terms, the quality of human resources is measured through various aspects, such as competence, skills, knowledge, attitudes, and work behavior. Therefore, organizations or institutions need to design well-planned human resource management strategies, including training and development programs, performance evaluations, and the effective implementation of work discipline. In this way, individual potential can be optimized to contribute maximally to the organization's productivity and competitiveness.

From an organizational perspective, productivity serves as a vital indicator for evaluating performance. This concept is closely associated with achieving work outcomes in an efficient and effective manner, which ultimately relates to the fundamental principles of economics. One strategy to enhance human resource quality is the implementation of job training programs. Such training is intended to develop employees' knowledge, skills, and attitudes, thereby enabling them to optimize their job performance.

In addition, the aspect of work discipline is also an important factor influencing employee productivity. Work discipline reflects the degree of employee compliance with the rules and procedures established by the organization. Employees with a high level of discipline tend to demonstrate greater responsibility and commitment in carrying out their tasks, thereby contributing positively to the achievement of organizational productivity. However, in practice, problems are still frequently encountered related to the low effectiveness of training programs as well as weak implementation of work discipline, which leads to suboptimal employee productivity. Therefore, further research is needed to analyze how job training and work discipline affect employee productivity, so that organizations can formulate appropriate strategies for managing and developing their human resources.

Training constitutes an effort to transfer skills and knowledge to participants in a manner that enables them to internalize and apply the acquired competencies when performing their job tasks [1]. [2]explains that job training can enhance employee performance, and an improvement in performance may subsequently result in increased productivity and profitability for the organization.

Work discipline refers to a managerial tool employed to modify employee behavior, as well as an effort to foster an individual's consciousness and readiness to adhere to the organization's formal regulations and the dominant societal standards play a crucial role. As noted by [3], personnel who demonstrate strong disciplinary behavior are those who adhere to both written and unwritten rules within the organization, thereby contributing to higher employee productivity. Work discipline, therefore, represents the set of regulations determined by an organization or institution, serving as a basis for enforcing strict measures upon employees in the course of their work.

The importance of this research lies in understanding how a company or institution can operate in accordance with its intended objectives. This study was conducted at PDAM Tirta Bumi Sentosa in Kebumen Regency, which is the largest regionally owned drinking water company in Kebumen. PDAM Tirta Bumi Sentosa operates in the provision of drinking water services to the local community, with two categories of employees: permanent employees and contract employees, who collaborate in maintaining service quality. PDAM is expected to operate independently in fulfilling its duties and in improving the quality of its services, which includes the provision of clean water meeting quality, quantity, and continuity standards. The availability of good-quality clean water not only supports public health but also contributes to overall social and economic development. The company's objectives include providing drinking water for public benefit, supporting regional economic development, and increasing regional revenue.

A common problem encountered is the frequent delay in responding to customer complaints regarding the quality of the water provided by PDAM. Customers often report receiving cloudy or unclear water, as well as other issues such as pipe leaks and frequent interruptions in water flow.

Although PDAM Tirta Bumi Sentosa has implemented employee training and work discipline practices, several problems are still evident: (1) The training programs are rarely conducted and tend to focus solely on new employees, with training methods relying primarily on seminars and webinars. (2) Employee discipline is not yet optimal, as evidenced by employees failing to complete tasks on time, and especially field workers who violate safety protocols by not wearing appropriate protective equipment. (3) Employee productivity at PDAM Tirta Bumi Sentosa remains suboptimal, as reflected in unmet targets, quality standards, and completion times that do not fully meet community expectations, and work processes that remain delayed.

These issues may hinder human resource potential and reduce employee productivity. Therefore, a scientific study is needed to examine whether job training and work discipline influence employee productivity, particularly among employees of PDAM Tirta Bumi Sentosa Kebumen.

Derived from the prior discussion, the research posits the following hypotheses:

- H1: Employee training initiatives positively contribute to enhancing staff productivity at PDAM Tirta Bumi Sentosa Kebumen.
- H2: Adherence to workplace discipline exerts a beneficial influence on the productivity levels of employees at PDAM Tirta Bumi Sentosa Kebumen.

## 1.2 Problem Statement

Although numerous previous studies have identified that job training and work discipline play significant roles in improving employee productivity, the findings remain inconsistent. Several studies, such as those conducted by [4] and [5], revealed that training and discipline positively and significantly affect employee productivity. Conversely, other researchers, including [6], found that job training did not have a significant impact on employee productivity. Likewise, [7] argued that work discipline did not significantly influence employee productivity.

These divergent findings highlight the existence of a research gap concerning the effectiveness of training and work discipline in enhancing employee productivity, particularly in the public service sector such as PDAM. In addition, most previous research has tended to focus more on production output rather than on employee work productivity, especially in the context of PDAM Tirta Bumi Sentosa Kebumen.

Generally, training programs at this company have been limited to new employees, while training opportunities for existing employees are rarely implemented and typically take the form of seminars or webinars. As a result, the delivery and methods of these training sessions are often perceived as insufficiently comprehensible by employees, thereby hindering production processes and reducing the quality of service provided to consumers.

PDAM Tirta Bumi Sentosa Kebumen, as a public service entity, has implemented job training and work discipline programs. However, factual challenges remain, including:

1. Infrequent employee training programs, with a focus only on new hires, and an overreliance on seminars and webinars as the training method.
2. Suboptimal employee discipline, as evidenced by incomplete tasks, late performance, and particularly among field staff who fail to use appropriate protective equipment.

3. Low levels of employee productivity, as seen in unmet targets, substandard work quality, and delays in task completion that do not meet community expectations.

These issues indicate a gap between the implementation of programs and the expected outcomes, and also a lack of studies specifically investigating the correlation between job training, disciplinary practices, and the productivity of employees at PDAM Tirta Bumi Sentosa in Kebumen.

Accordingly, this study was conducted to fill the research gap with a focus on the following research questions:

1. Does the job training provided improve employee productivity at PDAM Tirta Bumi Sentosa Kebumen?
2. Does work discipline enhance employee productivity at PDAM Tirta Bumi Sentosa Kebumen?

The present study aims to contribute substantiated evidence to reinforce empirical understanding within the relevant field and serve as a basis for decision-making in improving the human resources development system within the organization.

### *1.3 Objectives and Scope*

The purpose of this research is to evaluate the presumed linkage between job training and employee discipline in relation to workforce productivity at PDAM Tirta Bumi Sentosa, Kebumen. More specifically, this study is intended to achieve the following objectives:

1. To investigate the effect job training on employee productivity at PDAM Tirta Bumi Sentosa Kebumen Regency.
2. To examine the influence of employee discipline on productivity within PDAM Tirta Bumi Sentosa Kebumen Regency.

The scope of this research is limited to employees of PDAM Tirta Bumi Sentosa Kebumen, with a specific focus on job training and work discipline and their impact on employee productivity. This study does not extend to other offices or companies. The research relies on quantitative data collected through observation, interviews, and questionnaire distribution.

## **2. Literature Review**

### *2.1 Related Work*

In the context of human resource sustainability within an institution or company, numerous studies have been conducted on job training and work discipline. Research by [8] indicated This investigation seeks to contribute objective, data-driven validation to the existing body of knowledge. Meanwhile, a study by [9] found a meaningful and beneficial impact between job training and employee productivity. This research focused on training as a means of self-development to improve employees' skills and competencies, with the aim of ensuring efficient job performance and consequently increasing productivity.

Furthermore, research conducted by [10] showed that work discipline Demonstrating a constructive and statistically meaningful influence on employee performance, this study highlights that the work discipline variable—when linked with promotional efforts—positively and significantly contributes to customer loyalty. Furthermore, the current research findings reveal that both training initiatives and adherence to workplace discipline play a crucial role in enhancing employee productivity.

## 2.2 Research Gap

Although numerous studies have examined human resource management, there are still several research gaps that this study seeks to address. Firstly, the impact of training programs and workplace discipline on staff productivity has rarely been explored by other researchers in the specific context of PDAM Tirta Bumi Sentosa Kebumen. Many researchers have focused on other topics, so this study is intended to contribute new insights with a more specific training context. Secondly, earlier studies have largely focused on production output, while discussions of employee work productivity within the company have remained limited. Third, this study employed a mixed-methods approach, combining interviews with surveys through the distribution of several questions formulated in a questionnaire. Fourth, this research did not focus solely on a few employees, but encompassed all employees, including the head of the office where the study was conducted.

## 3. Methodology

This study utilizes a quantitative methodology accompanied by a case study strategy to examine employee productivity at PDAM Tirta Bumi Sentosa. This approach was chosen because it allows for objective and measurable assessment of the relationships among variables, specifically to determine whether job training demonstrates a positive and statistically significant relationship with employee productivity, while also assessing the impact of workplace discipline on comparable measures of productivity.

To assess the impact of each independent variable on the dependent variable both separately and in combination multiple linear regression analysis was applied. The data used in this research originated from both primary and secondary sources. Primary data were acquired through employee interviews aimed at capturing pertinent organizational insights. The selection of respondents was conducted using a census sampling method, encompassing the entire population under study, involving all employees of PDAM Tirta Bumi Sentosa Kebumen.

Validity and reliability tests were employed to ensure that the data collection instruments were both accurate and consistent. Through this methodology, the research is expected to generate precise results that can be used as a basis for managerial decision-making within PDAM Tirta Bumi Sentosa Kebumen.

### 3.1 Data Collection

This investigation obtained primary data from were gathered directly from respondents through questionnaires distributed to employees of PDAM Tirta Bumi Sentosa Kebumen. The data collection method utilized was a survey with a closed-ended questionnaire, developed based on indicators from each research variable: job training ( $X_1$ ), work discipline ( $X_2$ ), and employee productivity ( $Y$ ).

Sampling was conducted using a saturated sampling technique, meaning all employees of PDAM Tirta Bumi Sentosa Kebumen were included.

From the total population of 102 employees, the sample comprised all 102 respondents. The data collection process involved distributing questionnaires directly at their workplaces, while maintaining research ethics and ensuring the confidentiality of respondents' personal data.

### 3.2 Analysis Techniques

#### a. Regresi Linier Berganda

The analytical method utilized in this research was multiple linear regression analysis as the primary analytical technique. The method was selected to evaluate the magnitude of relationships among multiple variables and to determine the directional influence between independent and dependent constructs. [11].

The regression model applied in this research can be expressed as outlined below:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- $Y$  = employee productivity
- $a$  = constant
- $b_1$  = coefficient for job training
- $b_2$  = coefficient for work discipline
- $X_1$  = job training
- $X_2$  = work discipline
- $e$  = error term

This analysis aims to Assess the impact of The predictor variable  $X_1$  (job training) and variable  $X_2$  (work discipline) In relation to the outcome variable, employee productivity ( $Y$ ). The analysis was carried out using SPSS version 25, which facilitates accurate and efficient processing of statistical data. The results were used to draw conclusions about whether The predictor variables significantly affect the dependent variable, both partially and simultaneously.

### 3.3 Validation

Validity testing was performed to measure whether the questionnaire items were appropriate and accurate in capturing the intended concepts. According to [12], a questionnaire is considered valid if its items have a positive and high correlation with the total score (criterion score), indicating that the instrument is capable of measuring the intended variables.

The minimum requirements are as follows:

1. If the Pearson correlation coefficient  $> 0.3$ , the item is considered valid.
2. If the Pearson correlation coefficient  $< 0.3$ , the item is considered invalid.

Reliability testing was conducted to evaluate the consistency and stability of the questionnaire as an indicator of the variables or constructs being studied. A questionnaire is considered reliable if respondents' answers remain consistent over time. The Cronbach Alpha ( $\alpha$ ) statistical test was used to measure reliability with the following criteria:

1. If Cronbach Alpha  $> 0.7$ , the variable is considered reliable.
2. If Cronbach Alpha  $< 0.7$ , the variable is considered unreliable.

## 4. Results and Discussion

### 4.1 Key Findings

**Table 1.1**  
**Validity test**

Variabel	Item Pertanyaan	Pearson Correlation	r-min
Produktivitas (Y)	Y.1	0,961	0,3
	Y.2	0,948	
	Y.3	0,948	
	Y.4	0,905	
	Y.5	0,961	
	Y.6	0,948	
	Y.7	0,917	
	Y.8	0,898	
	Y.9	0,949	
	Y.10	0,930	
Pelatihan (X1)	X1.1	0,876	0,3
	X1.2	0,978	
	X1.3	0,978	
	X1.4	0,959	
	X1.5	0,874	
Disiplin (X2)	X2.1	0,671	0,3
	X2.2	0,950	
	X2.3	0,967	
	X2.4	0,967	
	X2.5	0,854	
	X2.6	0,854	
	X2.7	0,930	
	X2.8	0,967	
	X2.9	0,967	
	X2.10	0,908	
	X2.11	0,826	

According to the outcomes of the instrument validity assessment, it was found that each questionnaire item had a positive Pearson correlation coefficient greater than 0.3. Therefore, it can be concluded that all questionnaire items were valid, indicating that they accurately measured the research variables.

**Table 1.2**  
**Reliability test**

Variabel	Item Pertanyaan	Cronbach Alpha		Nilai Reliabilitas
		Per Item	Per Variabel	
Produktivitas (Y)	Y.1	0,982	0,984	0,7
	Y.2	0,982		
	Y.3	0,982		
	Y.4	0,984		
	Y.5	0,982		
	Y.6	0,982		
	Y.7	0,983		
	Y.8	0,984		
	Y.9	0,982		
	Y.10	0,983		
Pelatihan (X1)	X1.1	0,966	0,963	0,7
	X1.2	0,942		
	X1.3	0,942		
	X1.4	0,947		
	X1.5	0,969		
Disiplin (X2)	X2.1	0,982	0,961	0,7
	X2.2	0,954		
	X2.3	0,954		
	X2.4	0,954		
	X2.5	0,957		
	X2.6	0,957		
	X2.7	0,955		
	X2.8	0,954		
	X2.9	0,954		
	X2.10	0,956		
	X2.11	0,958		

The results of the reliability analysis indicated that the Cronbach's Alpha coefficient for each questionnaire item exceeded 0.7, confirming that the instrument was reliable. This demonstrates that the questionnaire items were consistent in measuring the constructs or research variables, making them appropriate for further data collection.

#### 4.2 Interpretation of Results

**Table 1.3**  
**Hasil Analisis Regresi Linier Berganda**

Variable	Standardized Beta Coefficient	p-value (Sig.)	Description
Job Training (X <sub>1</sub> )	0.282	0.017	Positive
Work Discipline (X <sub>2</sub> )	0.690	0.000	Positive

The analysis revealed a regression coefficient of 0.282 for job training, accompanied by a significance value of 0.017 ( $p < 0.05$ ), demonstrating that job training exerts a positive and statistically significant influence on employee productivity at PDAM Tirta Bumi Sentosa Kebumen Regency. This positive relationship is evidenced by both the positive coefficient and the p-value falling below the 0.05 threshold. Consequently, the first hypothesis (H1) is supported, confirming a significant and beneficial effect of job training on employee productivity. These results suggest that improvements in the extent of job training are associated with corresponding enhancements in employee productivity.

Likewise, the regression coefficient for work discipline was calculated at 0.690 with a significance level of 0.000 ( $p < 0.05$ ), indicating that work discipline has a positive and statistically meaningful effect on employee productivity at PDAM Tirta Bumi Sentosa Kebumen Regency. The favorable impact is supported by the positive coefficient and the p-value being below the 0.05 threshold. Therefore, the second hypothesis (H2) is accepted, as the data demonstrate a significant and advantageous influence of work discipline on employee productivity.

### 5. Discussion

#### 5.1 Comparison with Prior Research

The results of this research suggest that employee training and work discipline have a positive and significant effect on employee productivity. These results align with previous studies. Studies carried out [13] and [14] have similarly demonstrated that training and work discipline significantly influence employee productivity.

Therefore, this study adds to the existing body of knowledge by highlighting that, within the case of PDAM Tirta Bumi Sentosa, job training and work discipline strongly affect employee productivity.

### 5.2 Limitations

The researcher acknowledges several limitations of this study:

1. The research object was limited to PDAM Tirta Bumi Sentosa Kebumen Regency.
2. The research subjects consisted exclusively of employees at PDAM Tirta Bumi Sentosa Kebumen.
3. The variables examined were limited to job training ( $X_1$ ), work discipline ( $X_2$ ), and employee productivity ( $Y$ ).

Future studies are encouraged to expand the variables and research objects to improve the generalizability of the findings.

### 5.3 Future Research

The findings from this research may serve as a basis for future research in the field of human resource management. Subsequent studies should consider investigating broader variables, such as work environment, employee loyalty, and organizational commitment, to generate more comprehensive and meaningful findings [15].

## 6. Conclusion

The purpose of this study was to analyze human resources at PDAM Tirta Bumi Sentosa Kebumen by investigating the influence of job training and work discipline on employee productivity. The primary issues identified included suboptimal employee productivity, as reflected in unmet targets, quality standards, and completion times that did not fully meet public expectations, in addition to delays in task execution. Another issue was the infrequent implementation of employee training programs, which were mainly focused on new employees and relied solely on seminars and webinars. Finally, employee discipline had not reached an optimal level, as evidenced by incomplete or delayed work and noncompliance among field employees with the use of proper safety equipment.

The present study employed a quantitative research approach employing surveys and structured questionnaires. The results indicated that both job training and work discipline had positive and significant effects on employee productivity.

Drawing upon the research results and the discussion regarding the impact of job training and work discipline on employee productivity using PDAM Tirta Bumi Sentosa in Kebumen Regency as a case study, the study arrives at the following conclusions:

1. Job training demonstrates a constructive and statistically significant influence on employee productivity.
2. Work discipline exerts a favorable and meaningful effect on employee productivity.

This research provides insights into human resource management practices at the research object, particularly regarding employee training programs and the level of discipline, which influence employee productivity at PDAM Tirta Bumi Sentosa Kebumen. Furthermore, it serves as a valuable reference for future researchers who wish to explore human resource management within companies or institutions.

## 7. Recommendation

Based on the research findings regarding the influence of job training and work discipline on employee productivity, the following recommendations are proposed:

a. Job Training

The management of PDAM Tirta Bumi Sentosa Kebumen is encouraged to provide training prior to task assignments to improve employee skills. Employees with limited skills may still perform adequately, but higher skill levels would help enhance work productivity even further.

b. Work Discipline

Management should enforce strict measures against employees who violate regulations by issuing warnings, written reprimands, and providing supervision from leaders to guide and monitor compliance. Leadership should also set an example by demonstrating discipline, and a fair reward-and-punishment system should be implemented to motivate adherence to work rules.

c. Productivity

Management is advised to ensure more responsive and efficient work processes with effective time management. Consistently meeting deadlines and standards would increase employee productivity. Routine supervision by supervisors or the HR department is necessary to maintain discipline standards and identify any emerging productivity or discipline issues at an early stage.

## Appendix

### A. Questionnaire

A questionnaire serves as a research tool composed of a sequence of questions or prompts aimed at systematically obtaining information from participants. It is frequently utilized to gather data regarding opinions, attitudes, behaviors, or demographic traits for subsequent analysis.

**Table 1.4**  
**Qestionnaire**

#### 1. Job Training (X<sub>1</sub>)

No	Pertanyaan Job Training (X <sub>1</sub> )	1	2	3	4	5
		STS	TS	KS	S	SS
1.	During training, the trainers or instructors provide professional education.					
2.	The training materials provided match the requirements of my job field.					
3.	The training methods offered by the company are engaging and aligned with the materials.					
4.	The facilities and infrastructure used during training are adequate to ensure smooth implementation.					
5.	After completing training, I receive certification or proof of participation.					

## 2. Work Discipline (X<sub>2</sub>)

No	Pertanyaan <b>Work Discipline (X2)</b>	1	2	3	4	5
		STS	TS	KS	S	SS
1.	I arrive and leave on time.					
2.	I perform my duties according to job descriptions and responsibilities.					
3.	I collaborate effectively with other employees.					
4.	I follow the established SOP of the company.					
5.	I complete tasks according to company standards.					
6.	I do not leave the workplace before my shift ends.					
7.	I maintain the good name of the company.					
8.	I strive to complete tasks to the best of my ability.					
9.	I respect supervisors and coworkers.					
10.	I always plan daily tasks.					
11.	I consistently create daily work reports.					

## 3. Productivity (Y)

No	Pertanyaan <b>Productivity (Y1)</b>	1	2	3	4	5
		STS	TS	KS	S	SS
1.	I have sufficient competence in my current work area.					
2.	My work results consistently meet the established targets.					
3.	The quality of my work meets the company's standards.					
4.	I strive to complete tasks before deadlines.					
5.	I do not complain about my work responsibilities.					
6.	I continually strive to improve work quality.					

7.	I consistently attend training programs organized by the company to improve skills.					
8.	The quality of my work consistently meets the required standards.					
9.	The time I use to complete tasks matches established standards.					
10.	I ensure punctuality and thoroughness in delivering results.					

## B. Population and Sample

The population refers to the generalization a domain comprising entities or participants that possess specific Attributes and traits determined the researcher to be studied and from which research implications are drawn. The target group of this research comprised 102 workforce of PDAM Tirta Bumi Sentosa. The sample used in this research consisted of the entire workforce of Perumda Air Minum Tirta Bumi Sentosa in Kebumen Regency, totaling 102 employees, which included 100 permanent employees and 2 contract employees.

**Table 1.5**  
**Population and Sample**

No	Unit	Number of Employees
1.	Kantor Pusat	40
2.	Ayah	4
3.	Gombong	15
4.	Buayan	4
5.	Adimulyo	5
6.	Karanganyar	4
7.	Alian	7
8.	Kebumen	14
9.	Kutowinangun	9
Total		102

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