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## The Influence of Training, Work Motivation, and Discipline on Employee Performance (Literature Review)

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**Abstract:** This study aims to examine the effects of training, work motivation, and discipline on employee performance. The research employs a literature review method, which involves collecting and analyzing previous studies to draw more comprehensive conclusions. Data sources include national and international journals obtained through Google Scholar. The results of the literature review indicate that training, work motivation, and discipline have a significant relationship with employee performance. In the training variable, five research journals revealed that training has a positive impact on improving employees' skills and productivity. For the work motivation variable, one journal found that work motivation does not significantly affect employee performance, while four other journals stated that high motivation can enhance employee performance through increased enthusiasm and dedication to work. In the work discipline variable, all five journals agreed that work discipline contributes to creating order, responsibility, and compliance with company regulations, thus positively impacting employee performance.

**Keywords:** Training, Work Motivation, Discipline, Employee Performance.

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### INTRODUCTION

Employee performance is a crucial element in the success of any organization or company. Without optimal performance from employees, even if the company has a clear vision and strategy, achieving the desired goals and targets becomes challenging. Therefore, it is essential for companies to continuously monitor and seek ways to improve employee performance to effectively and efficiently achieve their organizational objectives.

In general, employee performance is measured based on several established indicators, including the timeliness of task completion, the quality of work produced, and the contribution to the company's image and reputation. Employees who exhibit good performance are those who can complete their tasks in line with the company's expectations, or even exceed the set targets. Additionally, these employees are also able to interact positively with clients, maintain good relationships, and demonstrate high levels of dedication and responsibility in carrying out their duties.

On the other hand, poor performance can have significant negative impacts on a company, such as a decline in customer trust, reduced productivity, and compromised competitiveness in the market. Therefore, it is important to understand and identify the factors that influence employee performance. Key factors that play a substantial role include training, motivation, and discipline.

Work training plays an essential role in enhancing employees' skills and competencies, which directly impacts the quality of their work. Work motivation is also a significant factor because motivated employees tend to be more enthusiastic, diligent, and dedicated to their tasks. Meanwhile, high levels of work discipline ensure that employees adhere to company standards and are able to complete their tasks within the required time frame.

Given this context, this study aims to thoroughly analyze the impact of work training, motivation, and discipline on employee performance. The primary focus of this research is to understand the role of each factor in improving individual performance within the workplace. The key research questions that will be addressed in this study are as follows:

1. How does work training affect employee performance improvement?
2. To what extent does work motivation influence employee performance?
3. How does work discipline contribute to enhancing employee performance?

This research is expected to provide a more comprehensive understanding of the various factors that contribute to the improvement of employee performance. The findings are intended to offer valuable recommendations for companies in designing policies or programs that optimize human resource management, increase motivation, and ensure strong discipline among employees. Ultimately, this will allow companies to achieve their long-term goals more effectively and efficiently while improving their competitiveness in an increasingly competitive market.

## **METHOD**

This research was conducted using a literature review method, which involves reviewing previous studies related to the influence of training, work motivation, and discipline on employee performance. The purpose of this process is to understand how these three variables can affect employee productivity and work effectiveness within an organization. By using this approach, the researcher can identify patterns and findings from various prior studies to address the formulated hypotheses.

The sources for this study were obtained from various national and international journals that met specific criteria, particularly those relevant to the research topic. The references were collected through Google Scholar using appropriate keywords such as Training, Work Motivation, Discipline, and Employee Performance. The journals obtained were from publications within the last five years to ensure the information remains relevant to current conditions.

Once these journals were collected, the next step was to analyze and classify them based on several key aspects. Each journal article was organized in a literature review table, which included information such as journal number, author(s) name, publication year, research methodology used, and key findings from the study. From this analysis, the researcher was able to draw more comprehensive conclusions regarding the influence of training, work motivation, and discipline on employee performance, as well as provide recommendations that can be applied to human resource management in various organizations.

## **RESULTS AND DISCUSSION**

### **The Influence of Training on Employee Performance**

Training is essentially one of the company's efforts to enhance employee capabilities. It is assumed that training significantly impacts employee performance because it helps improve their skills and knowledge, which contributes to better performance. To enhance employee performance, good work achievements are not solely dependent on recruiting competent workers, but must also be supported by other efforts, such as training. Various efforts to improve employees' skills and knowledge have been recognized by company leaders, who understand that the success or failure of company goals depends on its workforce (Setyowati & Priyono, 2023). Training plays a significant role in improving employee performance. If training is perceived positively by customers/consumers, it will improve quality. According to Ismailia et al. (2023), training is essential for enhancing human resources quality to advance the company, and it becomes one of the most important factors in both domestic and international competition. Rapid developments in science and technology in companies are necessary to balance human resource development efforts and lead the company's rotation.

Based on the analysis, it is evident that previous research shows that the training variable significantly impacts employee productivity. Training allows most organizations or companies to achieve their goals and targets. As a result, employees can learn new work concepts, add skills, improve work attitudes, and enhance productivity. Training is necessary for organizational growth. It benefits both employers and employees by making employees more efficient, which leads to better results and organizational growth. For employees, training has benefits such as being more effective in decision-making and problem-solving, helping eliminate the fear of trying new tasks, and providing a path for personal development. Training also helps improve employee morale by fostering positive attitudes, job satisfaction, and enhanced learning. Training develops motivated and independent employees, so they do not require constant guidance and supervision. Employees can also avoid mistakes and workplace accidents because they can handle tasks with confidence and apply the correct work methods (Budiono et al., 2024).

Several studies support this, including research by Jumawan & Mora (2023), which shows that training and career development influence employee performance in corporate companies. Similarly, Bolung et al. (2023) state that training can improve technical skills and work motivation, contributing to increased performance. Research by Setiawan & Nugroho (2020) shows that training enhances employees' ability to make better decisions and solve problems efficiently, which ultimately supports productivity growth. Research by Handayani & Nugroho (2024) emphasizes that training can create more independent employees who are committed to their jobs, thus reducing the need for constant supervision and enabling them to work more effectively.

### **The Influence of Motivation on Employee Performance**

Work motivation is a key factor that drives an individual to perform their job with enthusiasm and responsibility. Employees with high motivation tend to work harder and deliver better results for the company or organization they work for. Work motivation is believed to have a significant impact on employee performance as it helps improve productivity and work efficiency. Herzberg (2008) categorized motivational factors into two main categories: internal motivation factors, such as satisfaction in achieving work goals and recognition for achievements, and external motivation factors, such as company policies, salary, and a conducive work environment.

Several studies have also shown the significant influence of work motivation on employee performance. Setiawan and Nugroho (2020) revealed that companies that implement the right motivational strategies experience a productivity increase of up to 20%. This study emphasizes the importance of an effective incentive system in boosting employee

work spirit. Lestari and Wicaksono (2022) also found that rewards and incentives can enhance employee motivation, which directly impacts the quality of work produced. Additionally, research by Rahmadani & Putra (2024) highlights the importance of creating a supportive work environment as a key factor in maintaining high motivation, which ultimately contributes to better performance.

Furthermore, work motivation not only plays a role in improving individual performance but also fosters a more harmonious and productive work environment. Motivated employees are more likely to actively contribute to achieving organizational goals and have higher loyalty to the company. On the other hand, a lack of motivation can result in decreased performance, job dissatisfaction, and increased absenteeism and employee turnover. Augustine et al. (2023) found that intrinsic motivation and recognition of personal achievements affect employee performance in companies with a positive work culture. Handayani & Nugroho (2024) added that a work environment that prioritizes recognition of employees' efforts and achievements tends to create loyalty and increase work enthusiasm. Therefore, companies need to identify the most effective motivational factors for their employees, such as offering incentives, recognizing achievements, and providing a supportive work environment.

### **The Influence of Work Discipline on Employee Performance**

Work discipline is a crucial element in improving employee performance within an organization. Employees with a high level of discipline tend to be more organized, productive, and efficient in completing tasks. The implementation of good discipline in the work environment can create a conducive atmosphere and encourage overall productivity improvement. Work discipline includes various aspects, such as compliance with company rules, awareness of responsibilities, and consistency in carrying out assigned tasks. This leads to improved efficiency and effectiveness in employees' work, which in turn has a positive impact on organizational performance.

According to Robbins and Judge (2021), work discipline involves adherence to the rules and policies within the company, as well as the ability of employees to complete tasks on time and in accordance with the established standards. Disciplined employees are less likely to experience absenteeism, are more consistent in their work, and can adapt more easily to organizational changes. Good discipline also plays a key role in shaping a professional work culture, where employees are highly aware of their duties and responsibilities. Supriyadi et al. (2022) found that high levels of work discipline positively correlate with improved individual and team performance within an organization. When employees apply good work discipline, they not only increase personal productivity but also contribute significantly to the overall performance of their team and organization.

Work discipline can be influenced by various factors, such as the reward and punishment system, leadership that is firm yet fair, and effective communication within the organization. Santoso (2023) stated that companies with clear reward and punishment systems can encourage employees to be more disciplined in their work. When employees know that their disciplined behavior will be rewarded or, conversely, that there are clear consequences for non-compliance, they are more motivated to follow the rules and work according to the established standards. Fair and consistent leadership in enforcing work discipline also plays a crucial role in creating a conducive work environment. A leader who sets a good example of discipline and enforces rules consistently will serve as a role model for employees, encouraging them to be more disciplined in their work.

Additionally, Wahyuni and Setiawan (2024) in their study showed that companies that provide incentives for employees who demonstrate high levels of discipline can increase productivity by up to 30% compared to companies that do not implement such policies.

These incentives can take the form of bonuses, awards, or other forms of recognition that demonstrate appreciation for disciplined behavior. This indicates that rewarding work discipline not only boosts individual motivation but also enhances overall work spirit, which ultimately contributes to achieving organizational goals. Rahmat & Putri (2023) also added that companies that provide clear rewards for employee discipline can create a positive organizational culture, increase job satisfaction, and foster loyalty toward the company.

Conversely, Prasetyo et al. (2023) found that low work discipline can hinder organizational performance. Employees who are undisciplined often experience absenteeism, delays in completing tasks, or fail to meet set targets. This negatively impacts team and organizational performance. Moreover, low work discipline can also increase employee turnover rates, as undisciplined employees are less likely to feel committed or attached to the company, making them more likely to move to other organizations. Therefore, organizations need effective strategies to improve work discipline, such as providing training, creating a supportive work environment, and strengthening the reward and punishment system for employees who exhibit disciplined or undisciplined behavior. Handayani & Nugroho (2024) also suggested that building a strong discipline culture can improve service quality and work outcomes, which in turn contributes to a better reputation for the company in the eyes of customers and business partners.

The importance of discipline in the work environment is also related to the work culture instilled within the company. Handayani & Nugroho (2024) stated that organizations with a high discipline culture are more likely to achieve work targets and build a good reputation with customers and business partners. Employees working in organizations with a good discipline culture are more committed to meeting the company's expectations, thus improving their performance. By implementing policies that encourage discipline and setting a good example from management, companies can improve employee effectiveness and support the achievement of long-term goals more optimally. Discipline, when consistently applied within a company's work culture, will create a more professional, efficient, and productive environment, supporting the organization's sustainable growth.

### Conceptual Framework

Based on the problem formulation, theoretical review, and previous studies, which have examined the influence between variables, the conceptual framework in this article is as follows:

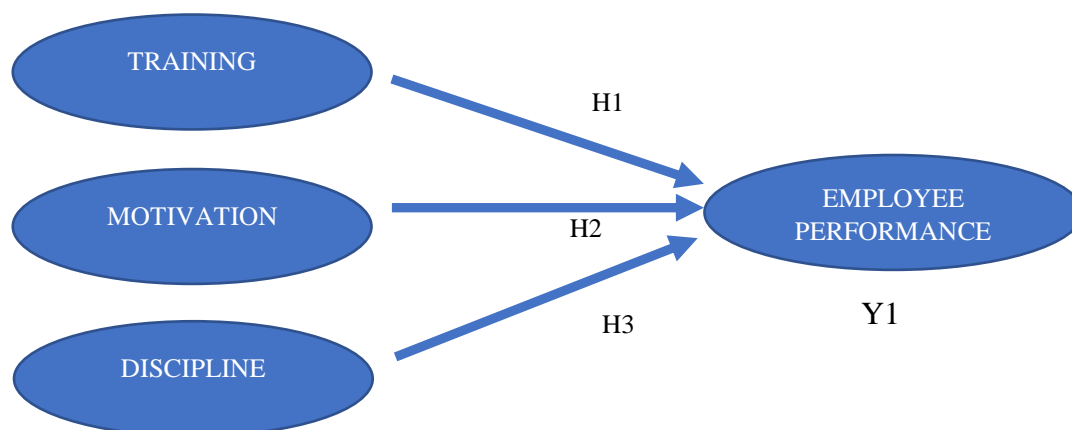


Figure 1: Conceptual Framework



Based on the Conceptual Framework Diagram Above Training, Work Motivation, and Discipline have an impact on Employee Performance. In addition to these three external variables influencing Employee Performance, there are other variables that can also affect these factors. Some of these additional factors include:

1. Emotional Intelligence: (Agustine et al., 2023), (Setiawan & Prasetyo, 2022), (Handayani & Rahmawati, 2021)
2. Work Environment: (Suryanti, 2021), (Hasibuan & Bahri, 2020), (Rahmat & Putri, 2023)
3. Work Conflict: (Handayani et al., 2023), (Wakhyuni & Andika, 2021), (Julvia, 2020)

## CONCLUSION

Based on the results of the literature review, it can be concluded that training, work motivation, and discipline play significant roles in improving employee performance. Training provides companies with the opportunity to achieve work goals and targets more effectively. Through training, employees can sharpen their skills and enhance their understanding of the tasks they undertake, enabling them to work better and more productively. Meanwhile, work motivation contributes to shaping employees' enthusiasm and dedication in carrying out their tasks. With proper motivation, employees become more result-oriented, work harder, and maintain a positive work attitude, which ultimately impacts performance improvement. Finally, work discipline plays a crucial role in creating employees who are responsible, comply with rules, and have structured work habits. With good discipline, employees can complete their work more efficiently and according to company standards, resulting in optimal performance.

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