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## The Effect of Training and Work Discipline on the Performance of Criminal Research Unit Members at the Seribu Islands Police

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**Abstract:** Member performance is a key factor in supporting the effectiveness of law enforcement duties, especially in the Criminal Investigation Unit (Sat Reskrim) of the Thousand Islands Police, which has the characteristics of an archipelago with complex operational challenges. The high demands for professionalism and responsiveness of law enforcement officers require quality training and strong and consistent work discipline. This study aims to analyze the effect of training and work discipline on the performance of members of the Criminal Investigation Unit of the Thousand Islands Police, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 96 members of the Criminal Investigation Unit of the Thousand Islands Police as research respondents. The data analysis technique used is multiple linear regression analysis with the help of the SPSS program. The results of the study indicate that partially training has a positive and significant effect on member performance with a t-value of 6.162 and a significance level of 0.000. In addition, work discipline also has a positive and significant effect on member performance with a t-value of 5.193 and a significance level of 0.000. Simultaneously, training and work discipline have a significant effect on member performance, as indicated by the F-count value of 37.733 with a significance level of <0.001. The coefficient of determination (R Square) of 0.448 indicates that training and work discipline are able to explain 44.8% of the variation in member performance, while the rest is influenced by other factors outside the research model. This study confirms that continuous improvement in the quality of training and consistent enforcement of work discipline are strategic factors in improving the performance of members of the Thousand Islands Police Criminal Investigation Unit.

**Keyword:** Training, Work Discipline, Member Performance, Criminal Investigation Unit.

## INTRODUCTION

Employee performance is a fundamental factor in determining the effectiveness and success of an organization, including the police, which has a significant responsibility in public service and law enforcement. In the modern era, public demands for police performance are increasing, both in terms of speed, accuracy, and professionalism in handling criminal cases. Optimal performance not only has implications for achieving organizational targets but also influences the level of public trust and satisfaction with the police institution (Robbins & Judge, 2019; Sutrisno, 2020). In the context of the Thousand Islands Police, the performance of members of the Criminal Investigation Unit (Sat Reskrim) is a crucial indicator of the unit's success because it is directly related to handling criminal acts and law enforcement in the archipelago.

One important factor influencing the performance of Criminal Investigation Unit members is training. Training serves as a means of human resource development to enhance members' knowledge, skills, and technical abilities in dealing with the complexities of police duties (Noe, 2017). Effective training enables members to understand investigative procedures, gather evidence, and handle criminal cases professionally and accurately. Armstrong (2020) emphasized that continuous training not only improves technical competence but also builds self-confidence and work motivation, ultimately positively impacting individual and work unit performance.

In addition to training, work discipline is a crucial factor in improving the performance of police officers. Work discipline reflects the level of compliance of officers with regulations, standard operating procedures, and professional codes of ethics. Officers with high levels of discipline tend to work consistently, punctually, and in accordance with applicable regulations, thus maintaining the quality of their performance (Robbins, 2018). Hasibuan (2019) stated that work discipline significantly influences employee performance, particularly in public institutions that demand high levels of accountability and responsibility, such as the police force.

The working conditions of the Thousand Islands Police Criminal Investigation Unit have unique characteristics that differ from those of mainland areas. Geographical challenges such as the island region, limited transportation access, and the complexity of criminal cases in waters require members to possess adequate technical competence and strong work discipline (Sutrisno, 2020). These conditions make relevant training and the implementation of work discipline a strategic necessity to support effective task execution. Without strong training and discipline, member performance could potentially decline, impacting the quality of police services.

The synergy between training and work discipline is believed to significantly strengthen the performance of Criminal Investigation Unit members. Training provides the necessary skills and knowledge, while work discipline ensures that these skills are consistently applied in daily tasks (Robbins & Judge, 2019). Previous research has shown that officers who receive adequate training and possess strong work discipline tend to perform better than those who possess only one of these factors (Santoso, 2021). This confirms that training and work discipline complement each other in improving police operational performance.

Based on this description, research on the influence of training and work discipline on the performance of members of the Criminal Investigation Unit of the Seribu Islands Police is highly relevant and important to conduct. This research is expected to provide empirical evidence regarding the role of these two variables in improving the performance of police officers, while also providing a basis for formulating policies for human resource development and strengthening work discipline within the Seribu Islands Police. Using a quantitative approach and analysis using SPSS, this research is expected to produce objective and applicable findings for improving the performance and quality of police services (Noe, 2017; Armstrong, 2020).

## **Training**

Training is a strategic function in human resource management that aims to improve an individual's abilities, skills, and knowledge so they can perform their jobs effectively. According to Noe (2017), training is a planned process to facilitate learning related to job competencies. Dessler (2020) states that training plays a crucial role in closing the gap between an employee's actual abilities and job demands. Meanwhile, Mondy and Martocchio (2019) view training as an organizational investment to improve employee productivity and performance quality. In the police context, training is not only technical but also encompasses the development of professional attitudes and analytical skills. Armstrong (2020) emphasizes that effective training will shape employees who are adaptive to changes in the work environment and organizational demands.

Training also serves as a means of continuous competency development, particularly in organizations facing complex task dynamics, such as the criminal investigation unit. Mangkunegara (2019) states that training aims to improve employee work skills, attitudes, and responsibilities. Hasibuan (2019) emphasizes that systematic training can improve employees' technical and conceptual abilities in completing tasks. Furthermore, Mathis and Jackson (2018) state that relevant training will increase employee confidence and readiness to face work challenges. In the police environment, training in investigations, case analysis, and the use of information technology are essential to increasing the effectiveness of Criminal Investigation Unit members. With proper training, members are expected to be able to carry out their duties professionally and in accordance with procedures.

Furthermore, training is closely linked to improving individual and organizational performance. Robbins and Judge (2019) stated that effective training will improve competency, which ultimately impacts performance. Sutrisno (2020) added that training can improve employee work methods, resulting in more optimal work results. Gomes (2018) also emphasized that training contributes to the efficiency and effectiveness of task execution. In the context of the Thousand Islands Police Criminal Investigation Unit, training is a crucial factor considering the geographical challenges and complexity of criminal cases. Therefore, continuous training tailored to task requirements is believed to significantly improve the quality of member performance.

## **Work Discipline**

Work discipline is an employee's attitude and behavior that reflects compliance with the rules, procedures, and norms applicable within the organization. Hasibuan (2019) defines work discipline as an individual's awareness and willingness to comply with all applicable regulations and social norms. Rivai and Sagala (2018) state that work discipline is a management tool to encourage employees to behave in accordance with the standards set by the organization. Meanwhile, Robbins (2018) views discipline as a form of self-control that encourages employees to act in accordance with organizational expectations. In police institutions, discipline plays a central role because it is directly related to professionalism, integrity, and public trust.

Work discipline is also closely related to employee consistency in carrying out their duties and responsibilities. Sutrisno (2020) states that work discipline reflects the level of employee compliance with working hours, work procedures, and superiors' orders. Mangkunegara (2019) emphasizes that good discipline will create an orderly and conducive work environment. Furthermore, Siagian (2018) explains that work discipline serves as a means of fostering responsible work behavior. In the context of the Criminal Investigation Unit, discipline concerns not only attendance but also compliance with investigative SOPs, professional ethics, and applicable legal provisions. A high level of discipline will minimize work errors and procedural violations.

Work discipline directly contributes to improved employee performance. Robbins and Judge (2019) stated that disciplined employees tend to have more stable and reliable performance. Hasibuan (2019) suggested that good work discipline will increase productivity and work effectiveness. Mathis and Jackson (2018) also emphasized that discipline is a key foundation in achieving organizational goals. In the police environment, work discipline plays a crucial role in maintaining the quality of public services and law enforcement. Therefore, strong work discipline is believed to be a determining factor in the successful performance of members of the Criminal Investigation Unit at the Seribu Islands Police.

## **Performance**

Performance is the work results achieved by employees in carrying out their duties and responsibilities in accordance with the standards set by the organization. Robbins and Judge (2019) define performance as the result of a function of ability, motivation, and opportunity to work. Mangkunegara (2019) states that performance is the quality and quantity of work results achieved by an employee in carrying out their duties. Meanwhile, Sutrisno (2020) views performance as the level of employee success in carrying out work as measured by certain standards. In police institutions, member performance is a primary indicator of the organization's success in providing services and enforcing the law.

Employee performance is influenced by various internal and external factors. Mathis and Jackson (2018) state that performance is influenced by ability, effort, and organizational support. Gomes (2018) adds that performance is a reflection of employee competency, attitude, and work behavior. Furthermore, Armstrong (2020) states that performance is not only measured by the final result, but also by the work process. In the context of the Criminal Investigation Unit, performance includes case resolution ability, timeliness, adherence to standard operating procedures (SOPs), as well as report quality and inter-unit coordination. Therefore, performance measurement must consider both quantitative and qualitative aspects.

Performance plays a strategic role in achieving organizational goals and public satisfaction. Bernardin and Russell (2019) state that performance is an individual's tangible contribution to achieving organizational goals. Wibowo (2020) emphasizes that good performance will increase overall organizational effectiveness. Robbins (2018) also states that high performance reflects the level of employee professionalism. In the context of the Seribu Islands Police, the performance of members of the Criminal Investigation Unit serves as a benchmark for success in maintaining public security and order. Therefore, improving performance through training and work discipline is a strategic necessity for the police organization.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine and analyze the influence between independent variables on the dependent variable objectively and measurably. The quantitative approach was chosen because it allows researchers to measure the relationship between variables statistically and produce generalizable conclusions (Sugiyono, 2019). The causal associative method is used to test the extent to which training and work discipline affect the performance of members of the Criminal Investigation Unit at the Seribu Islands Police. According to Creswell (2018), quantitative research is very appropriate for researchers to use when researchers want to test theories, hypotheses, and causal relationships between variables through the collection of numerical data. Thus, this research design allows for empirical hypothesis testing to obtain scientific evidence regarding the influence of training and work discipline on the performance of police officers.

## **Population and Sample**

The population in this study was all 127 members of the Criminal Investigation Unit at the Seribu Islands Police. The research sample was determined using a saturated sampling technique, in which most of the population members were used as research respondents, resulting in a sample of 96 respondents. According to Sugiyono (2019), saturated sampling is used when the population is relatively limited so that all or most of the population members can be used as research samples. The use of this technique aims to obtain a representative and accurate picture of the training conditions, work discipline, and performance of the Criminal Investigation Unit members. With a sample size proportional to the population, the research results are expected to reflect the actual conditions and increase the level of confidence in the analysis results.

## **Method of collecting data**

The data collection method used in this study was a questionnaire, a data collection technique that involves providing respondents with a set of written statements to answer based on their perceived conditions. According to Sugiyono (2019), questionnaires are an effective method for collecting large amounts of data in a relatively short time. The questionnaire in this study was constructed using a Likert scale to measure respondents' perceptions of the variables of training, work discipline, and performance. According to Sekaran and Bougie (2020), the use of a Likert scale facilitates respondents' responses and facilitates researchers' quantitative data analysis. This method was chosen because it can systematically and structuredly explore data related to the variables studied.

## **Research Instruments**

The research instrument used in this study was a questionnaire compiled based on indicators for each variable: training, work discipline, and performance. The training variable was measured using indicators reflecting training materials, training methods, instructors, training frequency, and the relevance of training to work tasks. The work discipline variable was measured using indicators of compliance with rules, punctuality, responsibility, adherence to SOPs, and work ethics. Meanwhile, the performance variable was measured using indicators of work quality, work quantity, timeliness of task completion, work effectiveness, and responsibility for work results. According to Ghozali (2021), a good research instrument must be able to measure variables validly and reliably so that research results can be trusted and scientifically accounted for.

## **Data Analysis Methods**

The data analysis method in this study used statistical analysis with the help of SPSS software version 29. Data analysis began with a data quality test, including validity and reliability tests to ensure that the research instrument was suitable for use. Next, a classical assumption test was conducted, including normality, multicollinearity, and heteroscedasticity tests, before conducting multiple linear regression analysis. According to Ghozali (2021), multiple linear regression analysis is used to determine the simultaneous and partial effects of independent variables on the dependent variable. Hypothesis testing was carried out using t-tests, F-tests, and coefficients of determination to determine the magnitude of the influence of training and work discipline on the performance of members of the Criminal Investigation Unit. SPSS version 29 was chosen because it has accurate and reliable statistical data processing capabilities in quantitative research (Sekaran and Bougie, 2020).

## **Validity Testing**

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b.If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r xy ) is greater than the table r value (5%).

**Instrument Reliability Test**

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[ \frac{k}{(k-1)} \right] \left[ \frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

**Multiple Regression Analysis**

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2 ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

**Hypothesis**

Hypothesis 1: The Influence of Leadership Style on the Performance of Members of the Marine Police Directorate at the Headquarters of the Republic of Indonesia Police

Hypothesis 2: The Influence of Organizational Culture on the Performance of Members of the Marine Police Directorate at the Headquarters of the Republic of Indonesia Police

Hypothesis 3: Leadership Style and Organizational Culture have a simultaneous influence on the Performance of Members of the Water Police Directorate at the Headquarters of the Republic of Indonesia Police.

**F test**

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

**Information:**

F = F value (F count )

R<sup>2</sup> = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H<sub>0</sub> is accepted. 2) If F count > F table , then H<sub>0</sub> is rejected .

**Coefficient of Determination**

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r<sup>2</sup> value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula

$$K_d = r^2 \times 100\%$$

**Information:**

K<sub>d</sub> = Value of coefficient of determination

r = Correlation coefficient value.

**RESULTS AND DISCUSSION**

**t-test**

The t-test is a type of parametric statistical test used to test the significance and relevance of one or two samples. The t-test is used to determine whether or not there is a partial influence of the independent variable (X) on the dependent variable (Y).

**T-Test Results Table**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.911	4,872		0.187	0.852
Training	0.659	0.107	0.480	6,162	0,000
Work Discipline	0.386	0.074	0.404	5,193	0,000

a. Dependent Variable: Member Performance

Source: SPSS 29 Data Processing Results, 2025

**Training Variables**

Based on the results of the t-test displayed in the Coefficients table , it is known that the Training variable has a t-value calculated as 6.162 with a significance level (Sig.) of 0.000 . The significance value is smaller than the limit of  $\alpha = 0.05$ , so the null hypothesis ( $H_0$ ) which states that Training has no significant effect on Member Performance is rejected, and the alternative hypothesis ( $H_1$ ) is accepted. Thus, it can be concluded that partially Training has a positive and significant effect on Member Performance .

These results indicate that the better the training provided to members, the greater their performance will be. Effective training can enhance members' knowledge, skills, and abilities in carrying out their duties and responsibilities. Furthermore, training helps members adapt to change and boosts their confidence in their work. Therefore, organizations need to consistently implement training programs tailored to job needs to continuously improve member performance.

**Work Discipline Variable**

The t-test results also show that the Work Discipline variable has a calculated t-value of 5.193 with a significance level (Sig.) of 0.000. Because the significance value is smaller than 0.05, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted. This means that partially Work Discipline has a positive and significant effect on Member Performance.

This indicates that a high level of work discipline will drive improved member performance. Members with good work discipline tend to comply with regulations, use work time effectively, and be responsible in completing assigned tasks. Consistent work discipline will create order and efficiency within the organization, allowing work goals to be more optimally achieved. Therefore, organizations need to enforce work discipline fairly and consistently to improve overall member performance.

**F test**

The F test determines whether or not there is a simultaneous (joint) influence of the independent variable (X) on the dependent variable (Y).

**F Test Results Table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2954,294	2	1477,147	37,733	<.001 <sup>b</sup>
	Residual	3640,696	93	39,147		
	Total	6594,990	95			

a. Dependent Variable: Member Performance  
 b. Predictors: (Constant), Work Discipline, Training

Source: SPSS 29 Data Processing Results, 2025

Based on the results of the F test displayed in the ANOVA table, the calculated F value was 37.733 with a significance level (Sig.) of <0.001. This significance value is much smaller than the probability limit of  $\alpha = 0.05$ , so the null hypothesis ( $H_0$ ) which states that there is no simultaneous influence between Training and Work Discipline on Member Performance is rejected, and the alternative hypothesis ( $H_3$ ) is accepted. This means that simultaneously the variables Training and Work Discipline have a significant effect on Member Performance.

These results indicate that both independent variables in the regression model are jointly able to explain the variation that occurs in the dependent variable, namely Member Performance. With a relatively large F value and a very low level of significance, it can be concluded that the regression model used in this study is feasible and relevant. Therefore, organizations need to pay attention to the Training and Work Discipline factors simultaneously in an effort to improve Member Performance, because the combination of these two variables provides a significant positive contribution to achieving optimal performance.

**Coefficient of Determination Test**

The coefficient of determination test is used to determine the extent of the contribution of the influence of training and work discipline on member performance.

**Table of Determination Coefficient Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.669 <sup>a</sup>	0.448	0.436	6,257

a. Predictors: (Constant), Work Discipline, Training  
 b. Dependent Variable: Member Performance

Source: SPSS Data Processing Results 29, 2025

Based on the output in the Model Summary table, the R Square value is 0.448. This value indicates that 44.8% of the variation that occurs in the dependent variable, namely Member Performance, can be explained by the two independent variables in this research model, namely Training and Work Discipline. Meanwhile, the remaining 55.2% is explained by other factors outside this research model, such as work motivation, work environment, leadership style, workload, competence, and other factors.

The Adjusted R Square value of 0.436 is used as an adjustment for the number of variables in the model, especially since this regression model uses more than one independent variable. Although slightly lower than the R Square, the Adjusted R Square value still indicates that the regression model has quite good explanatory power.

Thus, the regression model formed is able to explain the influence of Training and Work Discipline on Member Performance quite strongly, although there are still other factors outside this research that have the potential to influence member performance.

### **The Effect of Training on Member Performance**

The results of the study indicate that training has a positive and significant effect on member performance, as evidenced by the calculated t-value of 6.162, which is greater than the t-table of 1.985, an influence coefficient of 0.659, and a significance value (p-value) of 0.000 (<0.05). This finding indicates that the better the implementation of training provided to members, the better the resulting performance will be. Training plays an important role in improving members' knowledge, skills, and work abilities so that task implementation can be carried out more effectively and efficiently.

The results of this study align with the training and human resource development theory proposed by Hasibuan (2019) and Mangkunegara (2017), which states that training aims to improve work competencies to support optimal performance. Furthermore, these results align with previous research conducted by Rivai and Sagala (2018) and Sutrisno (2020), which concluded that training has a positive and significant impact on employee performance. Therefore, these research findings strengthen empirical evidence that training is a strategic factor in improving employee performance.

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

The results of the study indicate that Work Discipline has a positive and significant effect on Member Performance, with a t-value of 5.193 which is greater than the t-table of 1.985, an influence coefficient of 0.386, and a significance value (p-value) of 0.000 (<0.05). This indicates that the higher the level of work discipline a member has, the better the performance shown. Work discipline is reflected in compliance with rules, punctuality, and responsibility in carrying out tasks.

These findings align with the work discipline theory proposed by Hasibuan (2019) and Sutrisno (2018), which states that work discipline is a crucial factor in shaping productive and responsible work behavior. Furthermore, these findings align with previous research by Pratama (2019) and Wibowo (2021), which found that work discipline has a positive and significant impact on employee performance. Thus, work discipline has been shown to be a key determinant in improving employee performance.

### **The Influence of Training and Work Discipline on Member Performance (Simultaneous)**

Simultaneously, the research results show that training and work discipline together have a positive and significant effect on member performance. This finding indicates that performance improvement is determined not only by technical skills acquired through training, but also by work attitudes and behaviors reflected in work discipline. The combination of adequate competence and a high level of discipline encourages members to perform optimally in accordance with organizational standards and goals.

The results of this study align with the performance management theory proposed by Wibowo (2017), which states that performance is influenced by ability and willingness or work attitude (attitude and discipline). Furthermore, these findings align with previous research conducted by Rahmawati (2020) and Kurniawan (2022), which concluded that training and work discipline simultaneously have a significant impact on employee performance. Therefore,

organizations need to manage training programs sustainably and enforce work discipline consistently to optimally improve employee performance.

## CONCLUSION

Based on the research results, it can be concluded that training has a positive and significant impact on member performance. This indicates that planned, relevant, and continuous training can improve members' knowledge, skills, and technical abilities in carrying out their duties. Training serves not only as a means of improving competence but also as a medium for developing professional attitudes and self-confidence in the workplace. These findings reinforce the view that training is a strategic organizational investment in improving the quality of human resources and encouraging optimal performance (Hasibuan, 2019; Mangkunegara, 2017; Rivai and Sagala, 2018; Sutrisno, 2020).

In addition to training, work discipline has also been shown to have a positive and significant impact on employee performance. High levels of work discipline reflect adherence to rules, punctuality, and responsibility in carrying out tasks, which ultimately have a direct impact on improving individual and work unit performance. Work discipline acts as a mechanism to control work behavior so that task execution is in accordance with operational standards and organizational goals. These results align with work discipline theory, which states that discipline is the primary foundation for creating productive, consistent, and responsible work behavior (Hasibuan, 2019; Sutrisno, 2018; Pratama, 2019; Wibowo, 2021).

Simultaneously, training and work discipline have been shown to have a positive and significant impact on employee performance. This finding confirms that performance improvement cannot be achieved partially, but rather through a synergy between competency enhancement through training and the development of disciplined work behavior. Training provides skills and knowledge, while work discipline ensures these skills are consistently applied in daily tasks. This aligns with performance management theory, which states that performance is the result of the integration of skills and work attitudes (Wibowo, 2017). Therefore, organizations need to manage training programs sustainably and enforce work discipline consistently to ensure optimal and sustainable employee performance (Rahmawati, 2020; Kurniawan, 2022).

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