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## **The Influence of Job Training, Work Discipline, and Communication on Employee Performance**

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## **Abstract**

Employee performance is influenced by various factors, including job training, work discipline, and communication. This study aims to examine the effects of these factors on employee performance. A quantitative approach with an associative design was employed, involving 35 employees selected using a saturated sampling technique. Data were collected through an online questionnaire using a Likert scale. Analysis included validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and the coefficient of determination. The results show that job training does not have a significant effect on performance ( $p = 0.790$ ), while work discipline ( $p = 0.044$ ) and communication ( $p = 0.018$ ) have positive and significant effects. Additionally, the F-test indicates that the three variables together significantly influence employee performance. The coefficient of determination suggests that other factors not examined may also play a role. The findings emphasize that work discipline and effective communication are key to improving employee performance, whereas job training requires further evaluation to maximize its impact.

## **Keywords**

Communication, Employee Performance, Job Training, Work Discipline.

## 1. Introduction

Human Resources (HR) is one of the essential components within a company because good employee performance enables the company to achieve its previously planned goals. In an organization or company, not all employee performance outcomes are always optimal, as each employee has different performance levels and personal experiences that influence their work improvement (Ramawati & Tridayanti, 2020). Building positive relationships between management and employees is one of the things that can improve employee performance. Performance is a key determinant of a business's success. Therefore, maintaining or improving employee performance requires constant evaluation. Both the quantity and quality of work generated, as well as the completion of duties with complete responsibility, can be used to gauge good performance.

Employee performance is a key determinant of organizational success, making effective human resource utilization essential. Among the factors influencing performance, training, work discipline, and communication are crucial for enhancing work quality. Competent employees who can adapt to job demands are developed through well-planned training, which improves knowledge, skills, and task understanding, ultimately boosting productivity and achieving organizational goals. Communication is equally important, as misunderstandings or poor information flow can hinder operations. Effective communication ensures that messages are clearly conveyed and understood, supporting smooth organizational functioning (Ramawati & Tridayanti, 2020; Ais, 2020; Carr, 2025).

Work discipline has an impact on employee performance as well. According to Susanto (2019), work discipline is an attitude in carrying out actions that can affect employee performance. Good discipline indicates that an individual is responsible for the tasks assigned to them. The practice of imparting particular knowledge, talents, and attitudes to help workers operate more professionally and do their responsibilities more effectively than they were before is known as job training. Work discipline can also be seen as an effort to improve employee efficiency within a company (Siswadi, 2016; Ernowati, 2016; Rizki & Suprajang, 2017; Ramon, 2019). Discipline enhances employee performance, which in turn contributes to the company's sustainability. Therefore, efforts to improve performance, goals, and employee success are significant challenges for management since the continuity of the company depends on employee performance quality (Kartodikromo, 2017).

Job training equips employees to perform tasks effectively and prevents skill obsolescence (Pratama & Wismar'ain, 2018; Pangestika et al., 2019). Work discipline, defined as adherence to company rules and standards, promotes persistence in achieving organizational goals and reflects employees' awareness and willingness to comply with norms (Sinambela, 2018). Disciplined employees focus on their work, avoid irrelevant activities, and follow regulations, which supports better performance. Low commitment can undermine responsibility, so enhancing organizational commitment is essential to strengthening both discipline and performance.

Communication is an organizational interaction that builds relationships and facilitates information exchange into mutual understanding (Pace & Faules, 2018; Ramawati & Tridayanti, 2020; Shinta & Siagian, 2020; Sukardi & Hendra, 2024). Its dimensions include downward, upward, horizontal, cross-channel, and informal communication. Effective communication is essential for smooth operations and organizational performance, while poor communication can lead to negative outcomes. Communication between superiors and subordinates must be mutually understood to ensure organizational harmony (Yona, 2018; Cahyono, 2019; Ulfah et al., 2023). Employees must understand how to communicate with colleagues, subordinates, and superiors to foster cooperation and achieve shared goals.

At Starcross Store Yogyakarta, employees often rely on nonverbal communication, such as gestures or hand signals, while working. However, misunderstandings can occur if the intended message is unclear for example, pointing to request an attendance sheet without making eye contact may confuse colleagues. Such communication issues can lead to delays or mistakes in completing tasks. Employees range from students born in 2005 to staff in their early 30s, emphasizing the need for effective communication, proper guidance, and workplace support to help them transition smoothly into a professional environment

Preliminary observations and informal interviews at Starcross Store Yogyakarta identified several factors affecting employee performance, including power outages during live streaming, unstable internet, and suboptimal onboarding for new staff. These challenges can disrupt comfort and productivity. The store operates in the clothing industry with a vision to be the public's top choice through quality products and service. With a predominantly young workforce, the environment is dynamic. This study aims to examine the influence of job training, work discipline, and communication on employee performance, providing insights to manage the workforce effectively for today's younger generation.

## **2. Literature Review and Hypothesis Development**

### ***2.1. Job Training and Employee Performance***

According to Widodo (2023), training is a series of individual activities that systematically improve skills and knowledge to achieve professional results in one's field. Employees can carry out their existing work in compliance with defined standards through training, which is a learning process. Additionally, it facilitates the acquisition or learning of particular attitudes, skills, talents, knowledge, and job-related behaviors by employees (Husnah & Setyowati, 2018).

A study by Pradana and Hermawan (2021) at PT. Anugrah Alam Lestari shows that job training has a positive and significant effect on employee performance. The better the training provided by the company, the higher the performance produced by employees. This finding aligns with Sedarmayanti (2017), who states that job training is a process of enhancing employees' technical, theoretical, conceptual, and moral capabilities to achieve optimal performance. It is also supported by Rivai (2015), who explains that training is an effort by companies to develop employees' abilities, knowledge, and skills so they can work effectively and efficiently. This research is relevant as a basis for examining the influence of job training on employee performance in other companies, including the context of this study at Starcross Store Yogyakarta.

H1: Job training has a significant effect on employee performance.

### ***2.2. Work Discipline and Employee Performance***

Work discipline reflects an individual's sense of responsibility in carrying out job duties, as well as obedience and compliance with organizational rules. It can also be viewed as a systematic process of shaping employee behavior to align with and support the achievement of organizational goals. Discipline involves providing employees with clear, specific, and applicable knowledge and skills that enable them to perform their current tasks effectively (Dewa, 2023). Employees who demonstrate high levels of discipline generally arrive on time, follow supervisors' instructions, and complete their work in accordance with established standards and targets.

Empirical evidence supports the importance of work discipline in improving employee performance. Hariyanto (2020) found that work discipline has a positive and significant effect on performance, indicating that employees who comply with regulations, maintain punctuality, and accomplish tasks as scheduled tend to achieve

better work outcomes. This is consistent with Hasibuan (2016), who states that discipline reflects an individual’s awareness and willingness to obey organizational rules and prevailing social norms. Furthermore, several studies emphasize that discipline is a key factor in achieving high work effectiveness (Widodo et al., 2018; Khoirinisa, 2019; Onsardi & Putri, 2020; Jepry, 2020; Shavira, 2021; Wijaya et al., 2022). Disciplined employees are generally more productive, efficient, and capable of meeting organizational targets, which explains why work discipline is widely recognized as having a positive and significant impact on employee performance.

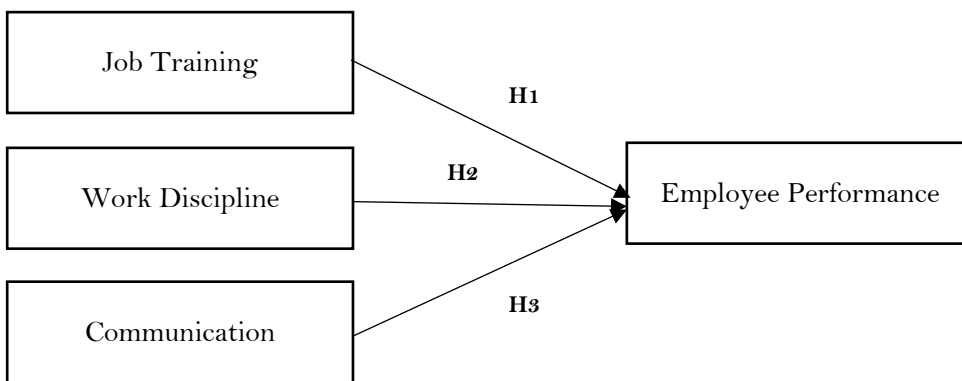
H2: Work discipline has a significant effect on employee performance.

**2.3. Communication and Employee Performance**

The process of conveying information, concepts, or messages between two or more people in order to establish a common understanding is known as communication. Effective communication within a company helps establish harmonious working relationships, reduces misunderstandings, and improves coordination among employees. According to Suntoyo (2015), effective communication can create a conducive work environment, minimize misunderstandings, and accelerate job completion. Through open communication, employees feel valued and become more motivated to deliver their best performance.

Furthermore, Robbins and Judge (2017) state that communication in organizations functions to control behavior, motivate employees, express emotions, and convey information. These four functions are essential in supporting optimal employee performance. Open and reciprocal communication between supervisors and subordinates can enhance work enthusiasm and reduce workplace conflicts. With good communication, employees feel appreciated and heard, which in turn improves their performance. Thus, communication has a positive influence on employee performance because effective communication enables individuals to clearly understand their tasks, responsibilities, and organizational goals, allowing them to work more productively (Liliweri, 2010; Hapsir, 2018; Anggoro & Sibagariang, 2020).

H3: Communication has a significant effect on employee performance.



**Figure 1.** Research Framework

Figure 1 illustrates the research framework of this study, showing the hypothesized relationships between the independent variables job training, work discipline, and communication and the dependent variable, employee performance. Each arrow represents a proposed hypothesis, H1 suggests that job training influences employee performance, H2 indicates the effect of work discipline on employee performance, and H3 represents the influence of communication on

employee performance. This framework guides the study in analyzing how these three key factors collectively and individually impact employee performance.

### **3. Methods**

This study employs a quantitative approach. The quantitative approach, according to Sugiyono (2020), is grounded in positivist philosophy and seeks to test hypotheses on a particular population or sample. 35 respondents were given Likert-scale questionnaires to complete in order to gather numerical data. The research was conducted at Starcross Store Yogyakarta. Saturated sampling, which includes the entire population as the sample, was the sampling strategy employed in this investigation.

This research consists of three independent variables, namely job training, work discipline, and communication and one bound variable, namely employee performance. The indicators for each variable were defined as follows: job training indicators, consisting of instructors, training participants, training materials, training methods, and facilities and infrastructure. Work discipline indicators refer to Hasibuan (2017), including attendance, compliance with work regulations, level of alertness, and work ethics and responsibility. Communication indicators follow Effendy (2016) and include message clarity, communication openness, feedback, communication channels, and empathy and mutual respect. Employee performance indicators are based on Mangkunegara (2017), covering quality of work, quantity of work, timeliness, work effectiveness, independence, and responsibility.

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) (Ghozali, 2018). The analysis comprised a validity test using Pearson correlation to ensure that each questionnaire item accurately measured the intended variables, and a reliability test using Cronbach's Alpha (CA) to assess the internal consistency of the instrument. Descriptive statistics were employed to describe respondent characteristics and data distribution. Prior to regression analysis, classical assumption tests were conducted, including tests of normality, multicollinearity, and heteroscedasticity. Multiple linear regression was then applied to examine the effects of job training, work discipline, and communication on employee performance. Hypothesis testing was carried out using the t-test to evaluate the partial influence of each independent variable, while the coefficient of determination ( $R^2$ ) was used to measure the explanatory power of the model.

### **4. Results**

The results section begins with an evaluation of the quality of the research instrument through validity and reliability testing. These tests were conducted to ensure that all questionnaire items were able to accurately and consistently measure the variables of job training, work discipline, communication, and employee performance. The outcomes of the validity and reliability analyses are presented in Tables 1 and 2, which serve as the basis for confirming that the data obtained are suitable for further statistical analysis and hypothesis testing.

Table 1 shows that all questionnaire items for every variable have significance values ( $p$ )  $< 0.05$  and r-count values higher than the r-table value of 0.334. Thus, it can be said that every questionnaire item in this study has been deemed valid and appropriate for use as a tool for gathering data.

**Table 1.** Validity Test

Variable	Statement	r-count	r-table	Significance (p)	Information
Job Training	X1.1	0.626	0.334	<0.001	Valid
	X1.2	0.640	0.334		
	X1.3	0.438	0.334		
	X1.4	0.410	0.334		
	X1.5	0.810	0.334		
Work Discipline	X2.1	0.802	0.334	<0.001	Valid
	X2.2	0.862	0.334		
	X2.3	0.629	0.334		
	X2.4	0.732	0.334		
Communication	X3.1	0.701	0.334	<0.001	Valid
	X3.2	0.845	0.334		
	X3.3	0.805	0.334		
	X3.4	0.874	0.334		
	X3.5	0.643	0.334		
Employee Performance	Y.1	0.594	0.334	<0.001	Valid
	Y.2	0.493	0.334		
	Y.3	0.739	0.334		
	Y.4	0.660	0.334		
	Y.5	0.752	0.334		
	Y.6	0.564	0.334		

All of the variables utilized in this investigation had Cronbach's Alpha values more than 0.70, according to Table 2. As a result, every questionnaire tool is deemed trustworthy and appropriate for use.

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Criteria	Information
Job Training (X1)	0.843	0.70	Reliable
Work Discipline (X2)	0.735	0.70	Reliable
Communication (X3)	0.829	0.70	Reliable
Employee Performance (Y)	0.705	0.70	Reliable

Table 3 displays the Asymp. Sig. (2-tailed) value of 0.200 for the normality test using the One-Sample Kolmogorov-Smirnov Test. It can be inferred that the study's data are regularly distributed because this value is higher than 0.05. Table 4 indicates that all independent variables have tolerance values more than 0.10 and VIF values less than 10. Consequently, it can be said that there is no connection between the independent variables, suggesting that multicollinearity is not present in this investigation.

**Table 3.** Normality Test

Model	Items	Value
N		35
Normal Parameters	Mean	0.0000000
	Std.Deviation	2.58118586
Most Extreme Differences	Absolute	0.104
	Positive	0.104
	Negative	-0.091
Test Statistic		0.104
Asymp. Sig. (2-tailed) <sup>c</sup>		0.200

**Table 4.** Multicollinearity Test

Model	Collinearity Statistics		Heteroscedasticity Test	
	Tolerance	VIF	T-Statistic	Sig.
(Constant)			—	-0.426
Job Training (X1)	0.525	1.905	0.166	0.710
Work Discipline (X2)	0.581	1.722	0.000	-0.001
Communication (X3)	0.459	2.180	0.197	0.789

The Gletjer test was used to conduct the heteroscedasticity test. These results showed that the job training variable (X1), work discipline (X2), and communication (X3) had significant values (Sig.) of 0.483, 0.999, and 0.436, respectively. It can be inferred that this regression model does not exhibit heteroscedasticity symptoms because the three variables' combined significance value is more than 0.05.

**Table 5.** Hypothesis Testing

Model	T-Statistic	Sig (p)	Information	Conclusion
Job Training -> Employee Performance	0.268	0.790	$p > 0.05$	H1 rejected
Work Discipline -> Employee Performance	2.790	0.044	$p < 0.05$	H2 accepted
Communication -> Employee Performance	2.802	0.018	$p < 0.05$	H3 accepted

Based on Table 5, results of the t-test analysis, the work training variable shows a t-statistic of  $0.268 < 2.040$  with a significance level of  $0.790 > 0.05$ . This indicates that work training does not have a significant effect on employee performance, meaning that improvements in training do not necessarily lead to higher performance. Therefore,  $H_{a1}$  is rejected.

Meanwhile, the work discipline variable has a t-statistic of  $2.790 > 2.040$  with a significance level of  $0.044 < 0.05$ , indicating that work discipline significantly affects employee performance. The better the implementation of work discipline, the higher the employee performance, thus  $H_{a2}$  is accepted. Furthermore, the communication variable shows a t-statistic of  $2.802 > 2.040$  with a significance level of  $0.018 < 0.05$ , demonstrating that communication has a significant effect on employee performance. Better communication in the workplace leads to improved employee performance; therefore,  $H_{a3}$  is accepted.

**Table 6.** Test Results  $R^2$

Description	Value
R	0.494
R Square	0.244
Adjusted R-Square	0.571
Std. Error of the Estimate	2.70320

The modified R-squared value is 0.244 based on the coefficient of determination analysis results shown in Table 6. This shows that the factors of communication, work discipline, and work training account for 24.4% of employee performance. Meanwhile, other factors not covered in this study have an impact on the remaining 10%.

## 5. Discussion

The results of hypothesis testing 1 indicate that work training does not have a significant effect on employee performance at Starcross Store Yogyakarta, as shown by a *t*-statistic of 0.268, which is lower than the *t*-table value of 2.040, and a significance level of 0.790, which exceeds 0.05. This finding suggests that improvements in work training do not necessarily lead to immediate increases in employee performance. This result illustrates that although work training is an important activity to enhance employees' skills and abilities, in the context of Starcross Store Yogyakarta, the training provided may not yet be optimal in improving daily work performance. This could be due to training programs that are not fully aligned with job requirements or the lack of follow-up actions after the training. These findings differ from the results of Sedarmayanti (2017) and Pradana and Hermawan (2021), who stated that work training has a positive and significant effect on employee performance. Therefore, the company needs to evaluate the effectiveness of the training programs implemented to ensure they can produce a real impact on improving employee performance.

The results of the second hypothesis test show that work discipline has a positive and significant effect on employee performance at Starcross Store Yogyakarta, as indicated by a *t*-statistic of 2.790, which exceeds the *t*-table value of 2.040, and a significance level of 0.044, which is below 0.05. This outcome shows that employees will perform better the more work discipline they apply. These findings indicate that employees who comply with company regulations, arrive on time, and complete tasks according to the established targets contribute more effectively to the achievement of organizational goals. Work discipline becomes an essential factor that maintains efficiency and consistency in employee productivity. This study aligns with the findings of Hariyanto (2020) as well as Hasibuan's (2016) theory, which emphasizes that work discipline represents an individual's awareness and willingness to adhere to all company rules, ultimately leading to a significant increase in performance. Therefore, management at Starcross should continue to promote a culture of discipline through supervision, rewards, and strict sanctions to ensure optimal employee performance. The implication of this result is that strengthening work discipline should be a strategic priority for management, as consistent enforcement of rules, supervision, and fair reward–punishment systems can directly enhance employee performance and organizational effectiveness.

The results of the third hypothesis test indicate that communication has a positive and significant effect on employee performance at Starcross Store Yogyakarta, as evidenced by a *t*-statistic of 2.802, which exceeds the *t*-table value of 2.040, and a significance level of 0.018, which is below 0.05. This means that the more effective the communication among employees and between supervisors and subordinates, the higher the employee performance. These findings suggest that open, clear, and two-way communication helps reduce misunderstandings, speeds up task completion, and enhances work motivation. Employees who feel heard and receive information accurately tend to be more motivated in carrying out their duties. This result aligns with the findings of Suntoyo (2015) and Robbins and Judge (2017), who emphasize that effective communication plays a crucial role in improving work motivation, coordination, and interpersonal relationships in the workplace. Therefore, the company needs to continue strengthening its internal communication system to promote openness and participation, thereby improving productivity and sustaining employee performance.

## 6. Conclusion

This study enhances the understanding of human resource management by examining key factors influencing employee performance. The findings indicate that

work discipline and communication play a crucial role in improving employee performance. Employees who demonstrate punctuality, comply with organizational rules, and show responsibility for their tasks tend to perform more effectively and contribute positively to organizational productivity. Effective communication also supports better coordination, minimizes misunderstandings, and strengthens collaboration, which ultimately improves both individual and team performance. In contrast, work training was found to have no significant direct effect on employee performance, suggesting that training alone does not automatically lead to improved work outcomes. The results imply that organizations should prioritize strengthening work discipline and fostering effective communication as strategic efforts to enhance employee performance. Clear regulations, consistent supervision, and supportive communication practices can help maintain high levels of productivity and work efficiency. Additionally, the insignificant effect of work training highlights the need for organizations to focus not only on conducting training programs but also on ensuring that training content, methods, and implementation are relevant to actual job requirements and supported by post-training evaluation.

This study has several limitations that should be considered when interpreting the findings. The research was conducted in a single retail organization, which may limit the generalizability of the results to other industries or organizational contexts. Furthermore, the study relied on self-reported questionnaire data, which may be subject to response bias and may not fully capture actual employee performance. Future studies are encouraged to involve a broader range of organizations and industries to improve the generalizability of the findings. Further research may also examine additional variables such as leadership style, motivation, or organizational culture. Moreover, qualitative or mixed-method approaches could be used to explore how training effectiveness is influenced by implementation quality and follow-up practices in greater depth.

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