

THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION, AND HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE



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Abstract

Human resources are the main driving element in all company activities, therefore, serious attention needs to be paid to the workforce. This research aims to evaluate the impact of work discipline, work motivation, and human resource development on employee performance at the Cirebon City Small, Medium Enterprises, Trade and Industry Cooperatives Service. The study population includes all employees in the Department, namely 56 people, all of whom were taken as samples. The data collection method uses a questionnaire. Data analysis was carried out through multiple linear regression, classical assumption test, multicollinearity test, heteroscedasticity test, multiple linear regression, T-test, F test, and coefficient of determination using SPSS version 29 for Windows software. The research results show that in partial testing, work discipline has a positive and significant effect on employee performance. The calculated value for the work discipline variable (X1) reached 4.834. This value exceeds the ttable value of 2.015, and significance (sig) has a value of $0.00 < 0.05$. Thus, the hypothesis can be accepted, indicating that the work discipline variable (X1) has a significant influence on employee performance (Y). The t-count value of the human resource development variable (X3) is $-0.772 < t$ table value, namely 2.015, and the sig value is $0.44 > 0.05$, so the hypothesis is rejected. This means that the human resource development variable (X3) does not have a significant effect on employee performance (Y). The t-count value of the human resource development variable (X3) is $-0.772 < t$ table value, namely 2.015, and the sig value is $0.44 > 0.05$, so the hypothesis is rejected. This means that the human resource development variable (X3) does not have a significant effect on employee performance (Y). Based on the results of the calculated F value of $17.859 > F$ table value of 2.89 and the sig value of $0.000 < 0.05$, H4 is accepted. This means that the variables of work discipline, and work motivation affect employee performance, while human resource development has no significant effect on employee performance in the Cirebon City Trade and Industry Cooperative, Small and Medium Enterprises department.

Keywords: Work Discipline, Work Motivation, Human Resource Development, Performance

INTRODUCTION

Humans as a resource have a key role in achieving company goals. Therefore, effective human resource management becomes an important need. The results of optimal human resource management can create a quality workforce and shape good employee performance. This has a positive impact on the overall effectiveness of the company's performance (Tangkeallo, 2021). Humans as a resource are also a key element in an organization or company. To ensure the smooth running of management activities, companies must have employees who have high knowledge and skills. Maximum effort in company management is needed so that employee performance can increase (Sukatendel et al., 2021).

The Cirebon City Small, Medium Enterprises, Trade, and Industry Cooperatives Service plays a role in government implementation in the cooperative, small, and medium enterprises, trade, and industrial sectors. In carrying out its duties and functions, each organization has varying levels of performance, and for this reason, it requires employees who have high performance (Renaldy et al., 2020).

The phenomenon at the Cirebon City Small, Medium Enterprises, Trade, and Industry Cooperatives Service shows low work discipline. Following Tri Ayuningsih's research(2023).Based on observations and data obtained by researchers at the Cirebon City Small, Medium Enterprises, Trade, and Industry Cooperatives Service, the implementation of work discipline is still low. This happens because some employees are not in the room during working hours, as can be seen from the presence of employees in the canteen during working hours. Apart from that, some employees use work time for personal interests, and some employees often do not attend meetings (Ayuningsih, 2023).

Table 1.

Employee Performance Data

Assessment of the Quantity and Quality of Employee Performance						
Employee Performance	Minimum Standards	Year			Rating Average	Information
		2021	2022	2023		
Employee Work Targets	75	86	80	76	81	Currently
Work Behavior	75	85	83	80	83	Currently

Work performance	75	80	78	77	78	Currently
Total	75	84	80	78	81	Currently

Source: 2023 DKUKMPP Data

The table shows that in the period 2021 to 2023, the performance of employees of the Cirebon City Small, Medium Enterprises, Trade and Industry Cooperatives Service has decreased. Overall, employee performance assessments over the last three years show a significant decline in achieving work targets. If employee performance continues to decline, the impact will be felt by the company because the desired goals are not achieved properly. Therefore, companies need to take steps to improve performance so that the targets that have been set can be achieved better.

Table 2.

Human Resource Development Data

Year	Number of Employees (Person)	Training Name	Attend Training (Person)
2020	44	Marketing Training	38
2021	45	Service Training	40
2022	50	HR and General Training	46
2023	56	Financial Training	50

Source: 2023 DKUKMPP Data

Apart from that, in achieving the desired performance, the Cirebon City Small, Medium Enterprises, Trade, and Industry Cooperatives Office faces several problems in each field. The main problems focus on Human Resources, such as the minimum number of human resources/apparatus, and staff shortages in several fields which result in less than optimal implementation of tasks both routine and activities, as well as limited insight and understanding of the apparatus regarding Online Single Submission (OSS) or letters. technology-based licensing. Apart from that, there are obstacles in the knowledge and skills of human resources. Several ways to develop human resources involve organizing training and education programs. Education and Training (DIKLAT) for Civil Servants (PNS) is a learning process to increase employee knowledge and skills. Thus, DIKLAT has two main functions, namely increasing knowledge and increasing employee skills (Ayuningsih, 2023).

Table 3.

Employee Attendance Data

Year	Number of Employees	Employee Absenteeism Percentage
2020	44	42.9%
2021	45	39.8%
2022	50	35%
2023	56	34.5%

Source: 2023 DKUKMPP Data

The problem with work motivation in the Cirebon City Small, Medium Enterprises, Trade, and Industry Cooperatives Service is that employees arrive late for work and do not come to work without a certificate. Employee performance is considered poor, this can be seen from employee attendance data. In the attendance data, it can be seen that the number of employee absences at the Cirebon City UMKM Cooperative Service is still felt to be too many, several employees are absent from work without explanation and some are on leave from work. The absenteeism rate is quite high, not to mention the addition of employees who are late for work. If this is allowed to continue, it will cause serious problems for the organization as a whole. In employee work performance indicators, attendance is one of the points that reflects employee work performance. Even though employees have been motivated by various things such as health insurance, tourism, and outbound activities to strengthen interpersonal relationships and cooperation, birthday celebrations that foster feelings of recognition and appreciation, and training to increase and improve employees' HR skills, etc.

Performance includes the results that can be obtained by an employee in a company, both in terms of quality and quantity. Employee commitment to their work is the main factor in building optimal performance (Sultanto et al, 2023). If every employee is committed to employee goals and values, they will tend to work more effectively, make positive contributions, and feel involved in achieving common goals. Employee commitment includes loyalty, trust, and a willingness to make maximum effort, all of which contribute to success and optimal performance (Marampa et al., 2019). To improve the performance of all employees, several motivating factors need to be implemented. Influences on a situation can be grouped into various aspects, including intrinsic factors and extrinsic factors. Internal

factors include elements such as discipline, motivation, knowledge, education level, experience, and health conditions. On the other hand, extrinsic factors involve elements such as leadership, work environment, training programs, and social relationships (Indrasari et al., 2020).

Work discipline is a factor that has a significant impact on the implementation of performance in an organization. Work discipline can be interpreted as a special tool among employees that shows the determination to change behavior. Apart from that, work discipline acts as an effort to shape individual readiness and attention so that they comply with the established guidelines and standards (Rahayu & Dahlia, 2023). Discipline is a crucial aspect of the growth of an organization. Discipline not only provides benefits to the organization itself but also benefits employees by encouraging obedience and improving performance. The presence of disciplined employees can create smoothness in achieving organizational goals and ensure efficient operations (Anggara & Husniati, 2022).

Apart from that, motivation is also a factor that influences employee performance. Work motivation refers to the encouragement that drives a person, both from others and from themselves, to achieve better results in carrying out a job (Wiyani et al., 2019). Work motivation has an important role in encouraging someone to carry out the assigned tasks. Motivation can influence employees' abilities and capabilities in carrying out their work.

Human resource development is an activity in the personnel sector that helps employees plan their future careers in the company, to provide opportunities for the company and employees to optimize their potential. Employees and organizations or companies have their respective roles in human resource development efforts. Planning and implementation of human resource development provides benefits for both individuals and companies. Through human resource development programs, companies can improve employee performance and productivity, as well as provide greater job promotion opportunities for employees (Muna & Isnowati, 2022).

REVIEW OF LITERATURE

Employee Performance

Performance is defined as the work performance achieved by someone in carrying out their functions following their responsibilities (Hafid, 2018). Employee performance refers to the extent to which individuals achieve goals and responsibilities in the work context. This includes productivity, quality of work, initiative, involvement, and contribution to success in an agency. According to Prasetyo and Puspa (2019), Performance refers to the achievements achieved by individuals or groups within an organization, following the roles and responsibilities they have, to achieve organizational targets legally, following legal provisions, and complying with moral and ethical principles. Meanwhile, the indicators used to evaluate employee performance in research can vary. Meanwhile, according to Busro (2018), Performance refers to the work results that can be achieved by employees or employees, both individually and in groups, within an organization. This includes achievements following the authority and responsibilities given by the organization, to achieve the vision, mission, and goals of the organization. Aspects taken into account include ability, perseverance, independence, and the ability to overcome problems within the specified time limits, and must be done legally and following morals and ethics. According to Pratiwi and Ismi, performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities such as standard work results, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon. Based on the definition above, it can be concluded that employee performance is the level of achievement and level of success as well as the results of a person's efforts which can be seen based on quality, quantity, use of time at work, and cooperation (Pratiwi and Ismi in Remen et al., 2023).

The dimensions of employee performance used as a measure in measuring the level of employee performance as explained by Bernandin and Russel are: 1) Quality of work 2) Quantity of work 3) Punctuality. Indicators in employee performance are explained in several indicators, namely: 1) Employee perceptions of the quality of work produced 2) Perfection of tasks regarding employee skills and abilities 3) Number of units completed 4) Number of

activity cycles completed 5) Completing work on time 6) Maximize available time (Bernandin and Russell in Muhammad et al., 2022).

Work Discipline

Work Discipline is described by the behavior and attitudes of employees in complying with the rules, procedures, norms, and culture of a company's workplace. Implementation of work discipline based on regulating each employee in facilitating the achievement of the initial goals that have been established by the agency (Siregar et al., 2020). This includes good attendance, punctuality, compliance with company regulations, and various other aspects that influence the performance and success of the organization. Discipline is something that has an important function in human resource management, because the better the employee's discipline, the higher the performance results they achieve (Rozalia in Remen et al., 2023). According to Rosalina and Wati (2020) said that discipline is one of the key aspects in human resource management which is very vital because the level of employee discipline has a direct effect on the level of work performance they can achieve. Work discipline reflects the attitude or behavior of an employee in carrying out his duties in compliance with all applicable company regulations, to achieve optimal results for the company. The theory of work discipline, namely management activities to carry out various operations following existing standards in a company, is explained by Handoko (2014 in Muhammad et al., 2022)

The dimensions of work discipline used as a measure to measure the level of compliance with work regulations are explained by Robbins(2005 in Muhammad et al., 2022), including: 1) Work discipline 2) Compliance with regulations 3) Responsibility. Then the indicators for work discipline include 1) Employee attendance according to company regulations 2) Employee compliance during working hours 3) Carrying out tasks on time and correctly 4) Obedient to carry out orders from superiors 5) Comply with company rules 6) Comply with predetermined rules and regulations 7) Responsible for actions and work 8) Always do good and correct work 9) Do what you should do and make plans for the future.

Work Motivation

Bakhtiar (2020)explains the importance of an employee gaining the strength to hone his skills in the form of motivation so that he can carry out his duties as an obligation with

full responsibility and sincerity following the goals and objectives set by the organization. Motivation refers to the internal and external encouragement of employees to improve performance based on their best contribution. Motivation is the main driving force to direct individuals to try to get what they want, both positively and negatively Gunawan et.al (2022 in Wibisono et al., 2024). Motivation is an external factor, both material and non-material, that triggers a person's urge to obtain, enjoy, or achieve something, whether in the form of goods or non-goods. Motivation to do a job usually arises because the individual has a goal to fulfill their life needs, as explained by Pratiwi and Ismi (2014 in Remen et al., 2023).

Based on the Mc Clelland model (1995 in Muhammad et al., 2022), the dimensions of measuring work motivation can be explained through 1) Achievement needs 2) Affiliation needs 3) Power needs. Indicators of work motivation are: 1) There are achievements achieved by employees 2) Employees are successful in carrying out their work 3) There are opportunities received by employees to try to achieve the best results 4) There is recognition of success 5) There is a desire for cooperation 6) There is a desire to carry out tasks effectively 7) There is a desire to influence other people 8) There is a desire to occupy a certain position

Human Resource Development

Resource development is the process of improving employee competitive performance in meeting individual and organizational needs through skills, knowledge, abilities, and employee performance potential (Wahyuni et al, 2023, Saptaria et al, 2022). Resources are an important asset that drives the implementation of agency activities, so they must be managed well through resource management (Fitriyah, 2023). High competitiveness in global competition, and mastery of competencies that focus on certain fields are one of the keys to successful competition in globalization(Yahya & Yani, 2023). According to Hariandja (2012 in Sari et al., 2021) states that Human Resources (HR) is a crucial element in a company, apart from other factors such as capital. Therefore, HR management must be carried out optimally to increase organizational effectiveness and efficiency.

In Sumardjo and Priansia's research (2018 in Fitriyah, 2023), the dimensions of measuring resource development can be explained through: 1) Performance changes, which include indicators of human resource development provided by agencies for changes in

performance, and human resource development provided for performance improvement; 2) Comparison of changes in personality and individual behavior, which includes human resource development carried out by the company that can change personality, and human resource development carried out by the company can change employee behavior; 3) Tests that assess the extent of knowledge acquired by employees during the development process, including tests given by agencies periodically to measure the extent of employee abilities, and tests given by agencies periodically to develop employee human resources; 4) Assessment by human resource development participants, including employee assessment of the human resource development provided by the company which is the level of change obtained by the employee, and employee assessment of the human resource development provided by the company is the level of improvement obtained by the employee; 5) Examination by experts, includes a review by experts of the human resource development program provided by the company for the company's needs, and a review by experts of the human resource development program for the interests of the company.

Work Discipline, Motivation, and Human Resource Development on Employee Performance

Work discipline is a determinant of employee performance. This is based on disciplined employee relationships that comply with the rules, procedures, and norms that apply in the office. The implication is that these employees contribute to increasing productivity, quality of work, and achieving individual and organizational goals as a whole. Farisi et al., (2020), the research results revealed that work discipline does not affect employee performance. Meanwhile, research has been carried out by Jufrizen and Hadi (2021), It was revealed that work discipline has a significant effect on employee performance. This is also confirmed by research from Rosalina and Wati (2020) which explains that work discipline has a positive and significant effect on employee performance.

Internal and external encouragement arising from motivation in the workplace stimulates employees to innovate and find creative solutions to solve problems. This arises, based on their dedicated enthusiasm in carrying out the tasks given. The importance of motivating employees is based on the manager's interest in distributing work to subordinates so that they work diligently, optimally, and integrated with the desired goals (Marjaya &

Pasaribu, 2019). Results of research carried out Deni (2018) revealed that the motivation variable on employee performance has a significant effect. This is supported by Syahputra et al., (2020) which also explains that motivation variables have a significant effect on employee performance

Resource development, as a preparation process for assuming greater responsibility in an organization, to increase skills and knowledge for more professional employee performance (Satrio et al., 2021). Development programs such as training and workshops improve employee skills in expanding knowledge about the latest industry. Research conducted by Pangestu et al., (2020), revealed that human resource development has a significant influence on employee performance. This is also supported by Adam et al., (2021) that in the results of his research, there is a significant influence of resource development on employee performance. Thus, by investing their resources in employee development, companies can create a competitive, innovative, and high-performance work environment, which in turn can improve their performance to achieve their goals more effectively.

Hypothesis

H1: Work Discipline Has a Significant Influence on Employee Performance

H2: Work Motivation Has a Significant Influence on Employee Performance

H3: Resource Development Has a Significant Influence on Employee Performance

H4: Work Discipline, Work Motivation, and Resource Development Have a Significant Influence on Employee Performance

Research Framework

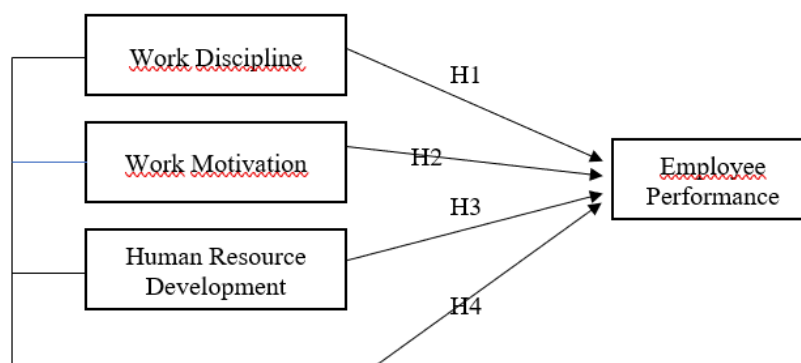


Figure 1.

Research Framework

RESEARCH METHOD

The research uses quantitative methods with an associative approach. The associative approach is aimed at testing the relationship and significance of the influence of each of the above on employee performance at the Cirebon City Trade and Industry Cooperatives, Small and Medium Enterprises Service.

The population in this study was the Civil Service Civil Service Cooperatives, Small and Medium Enterprises, Trade and Industry of Cirebon City, totaling 56 employees. The sampling technique in this research is a total sample where the population is the sample with 56 employees as respondents.

Table 4.
Operational Variables

Variable	Dimensions	Indicator
Employee Performance (Y) (Bernandin and Russell in Muhammad et al., 2022)	1. Work quality	a. Employee perceptions of the quality of work produced b. Perfection of tasks regarding employee skills and abilities
	1. Work Quantity	a. Number of units completed b. The number of activity cycles completed
Work Discipline (X1)	2. Punctuality	a. Complete work at the specified time b. Maximize available time
	1. Work Discipline	a. Employee attendance according to company regulations b. Employee compliance with working hours c. Carry out tasks in a timely and correct manner

	2. Comply with regulations	<ul style="list-style-type: none"> a. Obediently carry out orders from superiors b. Comply with company rules c. Comply with the rules that have been determined
	1. Responsibility	<ul style="list-style-type: none"> a. Responsible for actions and work b. Always do good and correct work c. Do what you should and make plans for the future
Motivation (X2)	1. Achievement Needs	<ul style="list-style-type: none"> a. There are achievements achieved by employees b. Employees are successful in carrying out their work c. Employees receive opportunities to strive to achieve the best results
	2. Affiliate Needs	<ul style="list-style-type: none"> a. There is recognition of success b. There is a desire for cooperation c. There is a desire to carry out tasks effectively
	3. Need for Power	<ul style="list-style-type: none"> a. There is a desire to influence other people b. There is a desire to occupy a certain position
Human Resources Development (X3)	1. Performance Changes	<ul style="list-style-type: none"> a. Developing human resources provided by agencies to change employee performance

	b. Human resource development provided to improve employee performance
2. Changes in Personality and Behavior	a. Human resource development carried out by companies can change employee personalities b. Human resource development carried out by companies can change employee behavior
3. Exam	a. Tests given by agencies periodically to measure the extent of employee abilities b. Exams are given by agencies periodically to develop employee human resources
4. Assessment by Human Resources Development Participants	a. Employee assessment of human resource development provided by the company is the level of change received by employees b. Employee assessment of human resource development provided by the company is the level of improvement obtained by employees
5. Examination by Experts	a. Expert review of the human resource development program provided by the

- company for the company's needs
- b. Expert review of human resource development programs for the benefit of the company.

Source: Primary Data Processed, 2024

Researchers used questionnaires as a technique for collecting data from employees of the Cirebon City Trade and Industry Cooperative, Small and Medium Enterprises Department. Data analysis was carried out using the Statistical Package for Social Science (SPSS) version 29 software program.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y = Performance

α = Constant

X_1 = Work Discipline

X_2 = Work Motivation

X_3 = Resources

RESULTS AND DISCUSSION

Validity Test

Table 5.
Validity Test Estimates

Variable	Statement Items	t-count	t-table	Information
Work Discipline	X1.1	0.645	0.2632	Valid
	X1.2	0.653	0.2632	Valid
	X1.3	0.529	0.2632	Valid
	X1.4	0.611	0.2632	Valid
	X1.5	0.757	0.2632	Valid
	X1.6	0.449	0.2632	Valid
	X1.7	0.558	0.2632	Valid
	X1.8	0.467	0.2632	Valid
	X1.9	0.565	0.2632	Valid
Work Motivation	X2.1	0.491	0.2632	Valid
	X2.2	0.459	0.2632	Valid

	X2.3	0.721	0.2632	Valid
	X2.4	0.733	0.2632	Valid
	X2.5	0.792	0.2632	Valid
	X2.6	0.448	0.2632	Valid
Human Resource Development	X3.1	0.705	0.2632	Valid
	X3.2	0.761	0.2632	Valid
	X3.3	0.734	0.2632	Valid
	X3.4	0.556	0.2632	Valid
	X3.5	0.360	0.2632	Valid
	X3.6	0.398	0.2632	Valid
	X3.7	0.449	0.2632	Valid
	X3.8	0.675	0.2632	Valid
	X3.9	0.687	0.2632	Valid
	X3.10	0.490	0.2632	Valid
Employee Performance	Y.1	0.631	0.2632	Valid
	Y.2	0.644	0.2632	Valid
	Y.3	0.622	0.2632	Valid
	Y.4	0.575	0.2632	Valid
	Y.5	0.724	0.2632	Valid
	Y.6	0.523	0.2632	Valid
	Y.7	0.400	0.2632	Valid
	Y.8	0.600	0.2632	Valid
	Y.9	0.625	0.2632	Valid
	Y.10	0.663	0.2632	Valid
	Y.11	0.662	0.2632	Valid
	Y.12	0.605	0.2632	Valid
	Y.13	0.643	0.2632	Valid

Source: Data Processing, (2023)

The minimum requirement for a validity test to be considered eligible is when $r_{table} = 0.2632$. So, if the correlation between the statement items and the score is less than 0.2632 then the statement items in the instrument are invalid. Based on this data, it can be concluded that all of the statement items are valid and suitable for use as research instruments.

Reliability Test

Table 6.
Reliability Test Results

Variable	Reliability Value	Status
Work Discipline (X1)	0.750 > 0.60	Reliable
Work Motivation (X2)	0.640 > 0.60	Reliable

Human Resources Development (X3)	0.791 > 0.60	Reliable
Employee Performance (Y)	0.855 > 0.60	Reliable

Based on the data above, work discipline, work motivation, and human resource development are declared reliable. This is based on the work discipline value (X1) of $0.750 > 0.60$, the work motivation variable of $0.640 > 0.60$, the human resource development variable of $0.791 > 0.60$, and employee performance of $0.855 > 0.60$. Based on these results, if the reliability value is closer to 1, then the research instrument is getting better. The reliability value of the instrument above shows that the level of reliability of the research instrument is adequate because it is close to 1 (0.60).

Classic Assumption Test of Normality

The data normality test is carried out to evaluate whether the distribution of the dependent and independent variables in the regression model can be considered normal or not. When the data is spread evenly around the diagonal line and follows the line pattern, it can be concluded that the regression model meets the normality assumption. In this context, by referring to Figure 2, it can be agreed that the regression model in this study adequately meets the normality assumptions previously explained. Therefore, it can be concluded that the data used in this research can be considered to meet the requirements of normality in the context of a regression model so that the results of the regression analysis can be relied on and interpreted more validly.

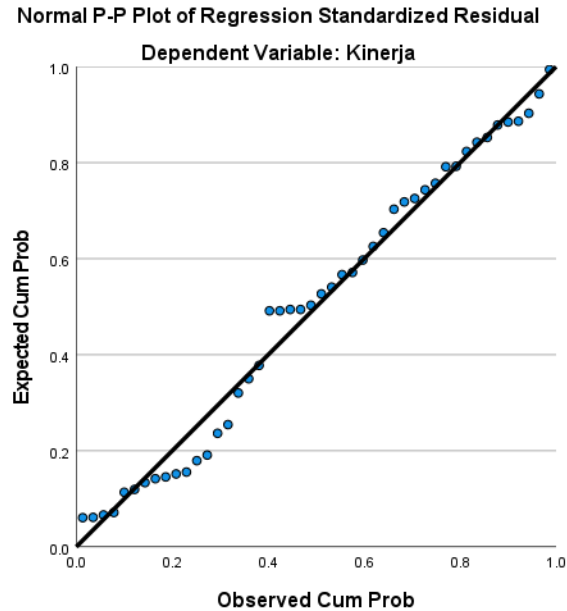


Figure 2.
Normality Test Results

If the sig value is > 0.05 , the data is normally distributed. The Kolmogorov-Smirnov normality test shows a significance value of $0.02 > 0.05$, so the data is normally distributed.

Multicollinearity Test

This regression model is used to evaluate whether there is a significant correlation between the independent variables. Evaluation is carried out by checking the value of the Variance Inflation Factor (VIF), which is considered good if it does not exceed 4 or 5. The three independent variables, work discipline (X1), work motivation (X2), and human resources (X3), show the VIF value. is within the specified tolerance limits (not exceeding 4 or 5). Therefore, it can be concluded that there is no multicollinearity problem between the independent variables in this study.

Table 7.
Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 Work discipline	,667	1,499
Work motivation	,708	1,413
Human Resource Development	,925	1,082

a. Dependent Variable: Performance

If the tolerance value is > 0.10 or the VIF value is < 10 , then it passes the multicollinearity test. Based on the data above, it can be concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

The classic assumption of heteroscedasticity is used to test whether there is uncertainty in the variation of one observation variable over another in the regression model. When the residual variance remains constant between observations, this is called homoscedasticity; conversely, if the variances are different, it is called heteroscedasticity. A good model does not experience heteroscedasticity. If there is no clear pattern, and the points are evenly distributed below and above the number 0 on the axis, it can be concluded that there is no heteroscedasticity.

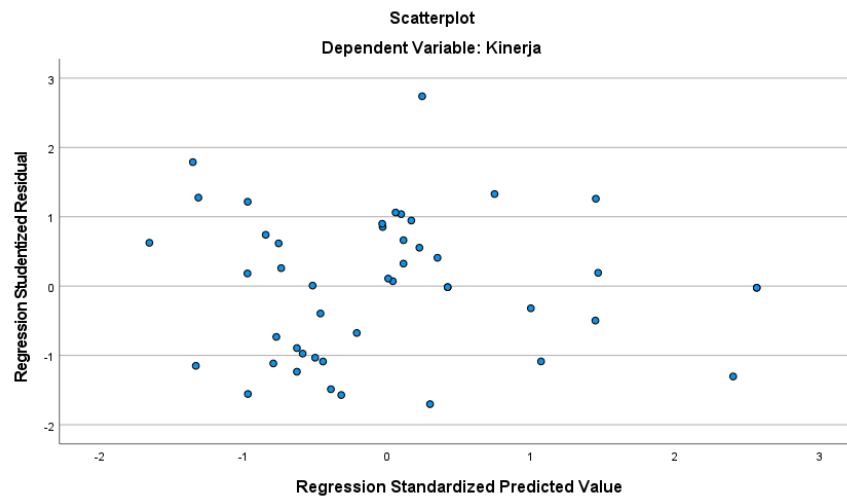


Figure 3.
Heteroscedasticity Test Results

Figure 3 depicts the distribution of random points, that do not form a regular pattern, and are spread evenly both above and below the number 0 on the Y-axis. In other words, the distribution of data shows irregularities that do not follow a certain pattern, creating diversity, which is evenly distributed on both sides of the Y-axis. Thus, it can be concluded that there is no heteroscedasticity in the regression model. Applying the white test, if the calculated c_2 value $< c_2$ table, then there are no symptoms/free heteroscedasticity test.

Multiple Linear Regression Test

Using the multiple linear regression method, data analysis with SPSS can show the extent of the influence of work discipline (X1), work motivation (X2), and human resource development (X3) on performance (Y) in the City Cooperative Office of Small and Medium Enterprises Trade and Industry. Cirebon. By utilizing this analytical tool, research can be in-depth to understand the relationship between variables and their impact on organizational performance. The multiple linear regression equation can be found from the coefficient values documented in the following table:

Table 8.
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	22,838	11,749		1,944	,059
Work discipline	,824	,171	,584	4,834	,000
Work motivation	,415	,210	,238	2,079	,004
Human Resource Development	-.179	,231	-.079	-.772	,444

a. Dependent Variable: Performance

From calculations using the SPSS version 29 application, the results were obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 1,944 + 4,834 X_1 + 2,0791 X_2 - 0,772 X_3$$

The constant has a regression value of 1.944, which means that if work discipline, work motivation and human resources are considered zero, there will be an increase in employee performance of 1.944. Work discipline (X1) shows a regression coefficient of 4.834 in a positive direction, implying that every 1% increase in the training variable will result in an 81% increase in performance. Work motivation (X2) has a regression coefficient of 2.079 in a positive direction, meaning that every 1% increase in the work motivation variable will contribute to an increase in employee performance by 42%. Human resource development (X3) has a regression coefficient of -0.772 in a negative direction, indicating

that every 1% decrease in the work motivation variable will result in a 44% decrease in employee performance.

T Test Results

The t-test is an evaluation carried out to partially assess the influence of the independent variable on the dependent variable. In this test, the tcount value is calculated and compared with the ttable value to determine whether the independent variable partially has a significant impact or not on the dependent variable. Therefore, the t-test provides information regarding the significance of the relationship between each independent variable individually and the dependent variable in the context of the regression model.

Table 9.
T Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,838	11,749		1,944	,059
Work discipline	,824	,171	,584	4,834	,000
Work motivation	,415	,210	,238	2,079	,004
Human Resource Development	-.179	,231	-.079	-.772	,444

a. Dependent Variable: Performance

- If $t \text{ count} > t \text{ table}$ or $\text{sig} < \alpha$ then the hypothesis is accepted. The t-count value of the work discipline variable (X1) is 4.834 > the t-table value is 2.015 and the sig value is 0.00 < 0.05, so the hypothesis is accepted. This means that the work discipline variable (X1) has a significant effect on employee performance (Y).
- The t value of the work motivation variable (X2) is 2.079 > t table value, namely 2.015 and the sig value is 0.04 < 0.05, so the hypothesis is accepted. This means that the work motivation variable (X2) has a significant effect on employee performance (Y).
- The t-count value of the human resource development variable (X3) is -0.772 < t table value, namely 2.015, and the sig value is 0.44 > 0.05, so the hypothesis is rejected. This means that the human resource development variable (X3) does not have a significant effect on employee performance (Y).

F Test Results

The simultaneous test or F test is used to evaluate the overall ability of the independent variables, namely work discipline (X1), work motivation (X2), and human resource development (X3), against the dependent variable, namely performance (Y). The F test also functions to determine whether all variables have a coefficient equal to zero. The condition is that if the probability value F (sig) in the ANOVA Table is smaller than $\alpha = 0.05$, then it can be concluded that there is at least one variable that has a significant influence on performance.

Table 10.
F Test Results
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	481.020	3	160,340	17,859	,000b
Residual	377,089	42	8,978		
Total	858.109	45			

a. Dependent Variable: Performance

b. Predictors: (Constant), Human resources, Work motivation, Work discipline

If the value of $F_{count} > F_{table}$ or $sig < \alpha$ then H_4 is accepted

If the value of $F_{count} > F_{table}$ or $sig > \alpha$ then H_4 is rejected

Based on the results of the F_{count} value of 17.859 > F_{table} value of 2.89 and the sig value of 0.000 < 0.05, H_4 is accepted. This means that the variables of work discipline, and work motivation affect employee performance, while human resource development does not have a significant effect on employee performance.

Determinant Coefficient Test

The Coefficient of Determination (R^2) has a function to measure the extent to which all independent variables can explain variations in the dependent variable. The coefficient of determination value ranges between 0 and 1. The higher the coefficient of determination value, the stronger the relationship between the independent variables and the dependent variable. Values close to 1 indicate that the independent variables provide almost all the information needed to predict variations in the dependent variable. In other words, R^2 indicates how well the regression model can explain variations in the data.

Table 11.
Determinant Coefficient Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749a	.561	.529	2,996

a. Predictors: (Constant), HR Development, Motivation, Work Discipline

b. Dependent Variable: Performance

The R2 value is 0.561 or 56.1%. The determinant coefficient value shows that the variables Work discipline (X1) Work motivation (X2) Human resource development (X3) can explain 56.1% of employee performance variables while the remaining 43.9% is explained by other variables.

The Influence of Work Discipline (X1) on Employee Performance (Y)

Based on partial hypothesis testing analysis (t-test) regarding the influence of work discipline (X1) on performance (Y), the results obtained were that the t value for the work discipline variable (X1) reached 4.834. This value exceeds the ttable value of 2.015, and significance (sig) has a value of $0.00 < 0.05$. Thus, the hypothesis can be accepted, indicating that the work discipline variable (X1) has a significant influence on employee performance (Y). The results of this statistical test conclude that work discipline (X1) significantly influences performance (Y) at the Cirebon City Trade and Industry Cooperatives, Small and Medium Enterprises Service. This finding is in line with the results of Ayuningsih's research(2023)which also indicates that the level of work discipline has a significant impact on employee performance. Work discipline is defined as a person's level of obedience or obedience to applicable regulations, both express and implied.

Influence of Work Motivation (X2) on Employee Performance (Y)

Based on the results of partial hypothesis testing (t-test) regarding the influence of work motivation (X2) on performance (Y), the t-count value of the work motivation variable (X2) was obtained at 2.079. This value exceeds the ttable value previously set at 2.015, with a significance value (sig) of $0.04 < 0.05$. Therefore, the hypothesis can be accepted. These findings indicate that the work motivation variable (X2) has a significant influence on

employee performance (Y) at the Cirebon City Trade and Industry Cooperatives, Small and Medium Enterprises Service. This is in line with previous research conducted by (Syahputra, 2020) These findings indicate that work motivation has a significant influence on employee performance at the North Labuhan Batu Regency Housing and Settlement Service. Motivation, in this context, can be explained as a condition that encourages or moves humans towards a certain goal. Motivating employees aims to influence their performance so they can achieve better results. With motivation, it is hoped that individuals will be more motivated to work effectively and efficiently, having a positive impact on achieving organizational goals.

The Influence of Human Resource Development (X3) on Employee Performance (Y)

Based on the results of the partial hypothesis test (t test) obtained regarding human resource development (X3) on performance (Y), the t-count value of the human resource development variable (X3) was $-0.772 < t_{table}$ value, namely 2.015 and the sig value were $0,44 > 0,05$, then the hypothesis is rejected. This means that the human resource development variable (X3) does not have a significant effect on employee performance (Y). The results of statistical tests show that there is no significant influence of human resource development on performance (Y) on human resource development on performance in the Cirebon City Trade and Industry Cooperatives, Small and Medium Enterprises Service in line with Maslow's theory, especially on the need for self-actualization. This theory states that employee performance can be strengthened by five factors, including human resource development. The results of this research are also in line with previous research by (Sari, 2021) that human resource development on employee performance at Bank Syariah Indonesia in Padang City does not have a significant effect on employee performance variables, it can be said that the first hypothesis is rejected.

The Influence of Work Discipline (X1) Work Motivation (X2) and Human Resource Development (X3) on Employee Performance (Y)

Based on the results of the calculated F value of $17.859 > F_{table}$ value of 2.89 and the sig value of $0.000 < 0.05$, H_4 is accepted. This means that the variables of work discipline, and work motivation affect employee performance, while human resource development has no significant effect on employee performance in the Cirebon City Trade and Industry

Cooperative, Small and Medium Enterprises department. The reasons underlying the negative influence on human resource development include; the incompatibility of implemented development programs that do not match employee needs or preferences and negative perceptions from employees because they do not see clear benefits to the development program, thereby hampering employee productivity and motivation. A company or organization that can improve the performance of its employees can garrison various benefits. Employees who demonstrate high levels of productivity can complete tasks more quickly. The impact is not only limited to increasing work productivity but also strengthens the overall efficiency of the work carried out. The motivation provided and encouragement so that employees can work optimally are key factors that influence work effectiveness. In addition, the level of employee discipline also plays a very important role; If employees show discipline and regularity in carrying out their duties, the company will feel the benefits by increasing overall employee performance.

CONCLUSION

This research aims to evaluate the relationship between work discipline, work motivation, and resource development variables with employee performance. The results of the data analysis conclude that first, there is a significant positive influence of work discipline on employee performance. Second, work motivation also has a significant positive influence on employee performance. Third, there is a significant negative influence of human resource development on employee performance. Fourth, based on the simultaneous f-test, work discipline, work motivation, and human resource development together have a significant positive influence on employee performance. The implications of this research are expected to improve the performance of employees of the Cirebon City Trade and Industry Cooperatives, Small and Medium Enterprises Service through these factors. As a suggestion, it is recommended for organizations to evaluate human resource development programs, paying attention to the suitability of the program to employee needs and preferences. Also, it is necessary to explore employees' negative perceptions of development programs that may hinder their productivity and motivation.

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