

The Effect of Job Training, Motivation, and Discipline on Employee Job Satisfaction at the Medan City Manpower Department

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The goal of this study is to look into how work motivation, the work environment, and training affect how well employees do their jobs at PT Medcomm Solution. In service organizations, human resources are regarded as a strategic element affecting performance, with other internal organizational factors contributing. This study utilized a quantitative methodology with a causal associative research design. The sample encompassed all 66 employees, employing a census sampling methodology. The data were analyzed using multiple linear regression. The findings suggest that job motivation and training positively and significantly influence employee performance, however the work environment does not. These three independent factors have a substantial effect on employee performance at the same time, as shown by the F-value of 20.085 and the significance level of 0.000 (<0.05). The coefficient of determination value of 51.8% shows that the variables of work motivation, work environment, and training can explain differences in employee performance. The other 48.2% is due to factors not included in this research model, such as rewards, pay, work discipline, organizational culture, job satisfaction, work stress, and individual employee characteristics.

Keywords: Work Motivation; Work Environment; Training; Employee Performance

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1. Introduction

Every organization needs human resources (HR) (Tarigan et al., 2024). The technology and business plan a company uses are not the only things that affect its success (H. Lubis et al., 2024). The skills and performance of its personnel are equally important (Cindy et al., 2020). Employees who are skilled, competent, and motivated will play a big role in helping the organization reach its goals (Sinaga, 2022). To make a firm more productive and competitive, it needs to have good HR management (William et al., 2020). Investing in training and development for HR is a key part of increasing service quality and promoting new ideas (Anandita, 2023). A qualified workforce will help you deal with the problems that come up in a market that is growing and competitive (Khairani et al., 2023). Good HR management will help the business reach its goals and vision in a way that lasts (Herfianti et al., 2025).

Employee performance is the degree to which a person can meet set goals while doing their job (Susanto, 2025). A person's motivation and skills determine how well they do their job (Fadli, 2024). An employee must possess both a strong will and the requisite abilities to execute a task effectively (Harinto, 2024). But, in order to reach the best level of success, there must be defined targets to meet (Sri Andini et al., 2025). So, businesses need to make sure that every worker knows what the goals are and how they can help reach them (Honkley et al., 2025). Without a defined goal, the work done can be less useful (Sulistiyowati, 2022).

Companies also need to pay attention to other things that affect performance, like the culture of the workplace, the way HR is run, and the work environment (Harefa & Siboro, 2024). Companies may better manage employee performance, establish a work environment that encourages productivity, and make sure that organizational goals are met in a way that lasts by knowing these elements (Sipayung et al., 2023).

Early reports from PT Medcomm Solution show that employees are doing better at their jobs, as shown by faster target achievement, better work quality, and high levels of passion for the workplace. This shows that employees are making good contributions to the company's aims.

Table 1. Achievement Data for 2024

Semester	Target	Realization	Percentage
1	100	108	108%
2	120	117	97.50%

This means that the work of PT Medcomm Solution personnel has gotten better. One worker at PT Medcomm Solution said that the better performance of employees was because they were given more responsibility, paid more, and had more chances to move up in their careers. The company's PPE backs up the idea that strict goals make people more productive. In an initial interview, another employee said that how well employees do their jobs depends on how many targets they have to meet and how much work they have to do. Every squad has its own set of aims. For instance, the Maintenance department has to fix 78 problems every month. This pressure makes people work harder and be more disciplined at work. The corporation gives employees incentives and good pay in return, which keeps them motivated. Some known things that have a big impact on how well PT Medcomm Solution personnel do their jobs are their motivation to work, the atmosphere they work in, their discipline at work, and the stress of their jobs.

Motivation at work is a big reason why employees do well at their jobs (Hou et al., 2022). A person's potential to reach their job goals is influenced by their level of motivation (Performance et al., 2021). Motivation originates from within and makes employees more productive when they do their jobs (Nazah et al., 2021). But the event that happened at PT Medcomm Solution uses motivational techniques to get its workers to do their best. Employees get paid with things like salary, bonuses, overtime, and allowances. To keep employees loyal, they should be involved in operations and their own growth. The company should also do regular reviews and provide awards to employees who do well.

A good place to work is also important for enhancing performance (D. Tambunan, 2023). The work environment is anything that can affect how well workers can do their jobs (A. F. A. H. R. J. D. Tambunan, 2020). A safe, comfortable, and peaceful workplace can make employees more excited about their work and help them stay focused (Chaniago, 2023). The workplace at PT Medcomm Solution is also a big reason why it works. Because coworkers help each other and get along, the workplace makes employees feel at ease. Every worker has rights and responsibilities based on their job. There are also enough physical facilities, such air-conditioned rooms, water fountains, and locations for staff to get coffee, sugar, and tea.

Training is a key part of becoming more competent (Fathullah et al., 2023). Training is a program that helps people and groups do better work in a company (Barba-Aragón & Jiménez-Jiménez, 2024). Structured and relevant training can help employees get ready to deal with different job problems in a more effective and efficient way (Pakpahan, 2021). PT Medcomm Solution always has training for new employees, such a three-month orientation program, and for regular employees, like follow-up training. Professional training institutes are involved in the training materials, which encompass both technical and soft skills including network maintenance, using new technology, communication, teamwork, and problem-solving.

2. Method

This study utilized a quantitative methodology with a causal associative framework, seeking to ascertain the impact of independent factors (work motivation, work environment, and training) on the dependent variable (employee performance). This study used research tools like questionnaires, interviews, and field observations to gather data. The data included primary data collected directly from respondents and secondary data sourced from indirect channels, like firm reports or pre-existing papers. This method of collecting data was done in a systematic way to make sure that the information gathered was correct and useful.

The study's population consisted of all 60 operational and administrative personnel of PT Medcomm Solution. Because the population was small, the sampling method utilized was a saturated or census sampling method, which meant that all members of the population were sampled. To get representative information, data collection was done by giving questionnaires to everyone in the population. The researcher also did interviews and field observations to learn more about what affects how well employees do their jobs.

The method of data analysis was multiple linear regression, which is used to see how independent variables affect the dependent variable. This study employs multiple linear regression to forecast the degree to which job motivation, work environment, and training variables affect employee performance. Researchers can use this analytical method to look at the link between variables more correctly and dependably. This study tries to elucidate the determinants that affect employee performance within the organization.

3. Results And Discussion

Respondent Analysis

Table 2. Respondent Description Results

	Category	Percentage
Gender	Male	81.7
	Women	18.3
Length of work	1 Year	36.7
	1-3 Years	33.3
	4-6 Years	16.7
	>6 Years	13.3
Education	High School/Vocational School	70
	D1/D3	20
	S1	10

Based on the results of data processing, 81.7% of the persons who answered were men (49 people), and 18.3% were women (11 people). This illustrates that the male-dominated workforce fits the needs of the telecoms sector's technical and field activities. Based on how long they have worked, most of the people who answered (22 people, 36.7%) have worked for less than a year, and 22 people (33.3%) have worked for 1 to 3 years. This shows that most employees have worked for a very short time, which is typical of a workforce that is always changing and has a high turnover rate.

Based on their education, most of the people who answered (42, or 70%) had a high school or vocational school diploma, followed by 12 (20%) who had a bachelor's degree and 6 (D1/D3) who had a diploma. This shows that most of the people who work for the company have a secondary education, which is what the company needs. The majority of responses (37 people, or 61.7%) were between the ages of 20 and 30.

The next largest groups were those under 20 years old (15%) and those between 31 and 40 years old (15%). The smallest group was those over 40 years old (8.3%). This shows that most of the people who work for the company are in their productive years.

Descriptive Statistics

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work motivation	31	28	50	39,48	4,456
Work environment	31	24	40	32,03	3,507
Training	31	24	40	31,32	3,477
Employee performance	31	30	50	40,81	4,143
Valid N (listwise)	31				

Based on the results of descriptive statistical analysis conducted on 31 respondents, it shows that Work motivation (X1) has an average value of 39.48 with a standard deviation of 4.456, which indicates that it is a high category; Work environment (X2) has an average value of 32.03 with a standard deviation of 3.507, and indicates that it is a good category; and Employee performance (Y) has an average value of 31.32 with a standard deviation of 3.477, which indicates that it is a fairly good category. In total, 31 people answered the questions, so the data was evaluated based on that number.

Validity Test

Table 4. Validity Test

Variabel	Average r-count	Mean Sig (2 Tailed)	Average r-table	Information
Work motivation	0,648	0,004	0,335	Valid
Work environment	0,515	0,114	0,335	Valid
Training / training	0,487	0,487	0,335	Valid
Employee performance	0,388	0,168	0,335	Valid

Based on the information provided, it can be said that job motivation (X1), work environment (X2), and training (X3) all have a strong link to employee performance (Y). Most of the statement items are said to be legitimate because their r-value is higher than the table r- and their significance value is lower than 0.05.

Reliability Test

Tabel 5. Uji Validitas

Variabel	Cronbach's Alpha
Work motivation	0,833
Work environment	0,889
Training	0,910
Employee performance	0,927

The Cronbach's alpha values for the Work motivation variable, Work environment, Training, and Employee performance were 0.833, 0.889, 0.910, and 0.927, respectively. All of these numbers were higher than the minimum of 0.70, which means that the research tool had a good to very high level of internal consistency. Consequently, all statement items for each variable were deemed reliable and appropriate for hypothesis testing and subsequent data analysis.

Classical Assumption Test

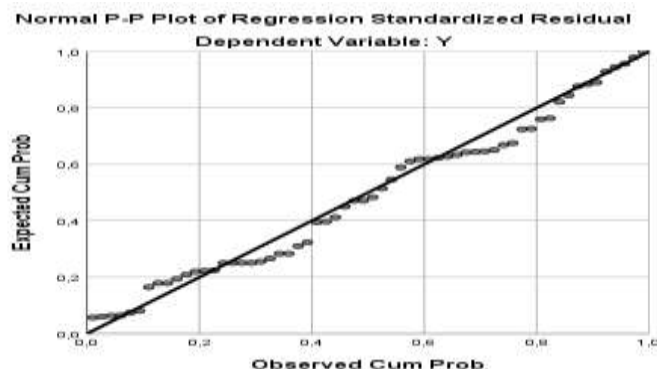


Figure 1. Normal P-P Plot of Regression Standardized Residual

Figure 1 demonstrates that the pattern of the residual data distribution is a bell-shaped curve that is spread out evenly around the mean. This means that the residual data is usually dispersed and doesn't change much. Figure 7 demonstrates that the residual points are spread out along the diagonal line and follow the line's direction. This condition shows that the distribution of the residuals is getting closer to a normal distribution, which is what the regression model assumes.

Multicollinearity Test

Tabel 6. Uji Multikolinearitas

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	14,008	3,8		3,687	0,001		
1 X1	0,404	0,155	0,401	2,596	0,012	0,36	2,778
X2	-0,031	0,117	-0,031	-0,26	0,796	0,598	1,671
X3	0,423	0,144	0,394	2,931	0,005	0,477	2,096

The multicollinearity test is used to find out how independent variables are related to each other. Commonly utilized values are tolerance levels over 0.10 and VIF values below 10. The table above demonstrates that the work motivation, work environment, and training variables are not multicollinear. This is because the tolerance values for all of the independent variables are over 0.10 and the VIF values are below 10.

Heteroscedasticity Test

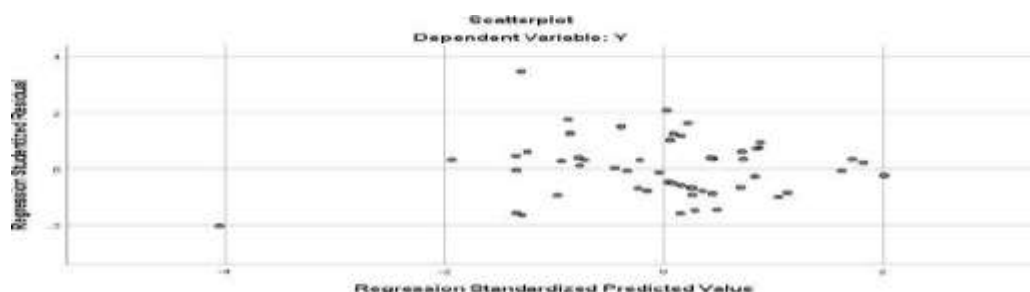


Figure 2. Scatterplot of Heteroscedasticity Test

The scatterplot above was used to check for heteroscedasticity in a regression model. The graphic illustrates that the data points are spread out randomly and don't create a discernible pattern. This means that there is no sign of heteroscedasticity. This shows that the regression model's residual variance is constant (homoscedastic), which means that the assumption of homoscedasticity is not broken in this study.

Multiple Linear Regression Test

Tabel 7. Uji Regresi Linear Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	14,008	3,8		3,687	0,001		
1 X1	0,404	0,155	0,401	2,596	0,012	0,36	2,778
X2	-0,031	0,117	-0,031	-0,26	0,796	0,598	1,671
X3	0,423	0,144	0,394	2,931	0,005	0,477	2,096

Based on the results of multiple linear regression analysis shown in the following regression equation:

$$\text{Employee performance} = 14,008 + 0,404X1 - 0,031X2 + 0,423X3 + e$$

1. The constant (intercept) of 14.008 means that if the values of Work motivation (X1), Work environment (X2), and Training (X3) are all set to zero, the Employee performance value stays at 14.008. This is the lowest level of employee performance that is not affected by the three independent variables.
2. The Work motivation regression coefficient (0.404) shows that if all other variables stay the same, a one-unit increase in Work motivation will lead to a 0.404-unit rise in Employee performance. The regression test findings show a significance value of 0.012 (<0.05), which means that Work motivation has a strong and positive effect on Employee performance.
3. The Work environment's regression coefficient (-0.031) shows that there is a negative link between the work environment and employee performance. The t-test results, on the other hand, reveal a significance value of 0.796 (>0.05), which means that the work environment does not have a big effect on employee performance in this study.
4. The Regression Coefficient for Training (0.423) shows that if all other variables stay the same, an increase of one unit in the Training variable will lead to an increase of 0.423 units in Employee performance. The regression test findings show a significance value of 0.005 (<0.05), which means that Training has a positive and significant effect on Employee performance.

Coefficient of Determination Test

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,720 ^a	,518	,492	4,042

The table above shows that the R-square value of 0.518 indicates that 51.8% of the variation in employee performance can be explained by the three independent variables in this model: work motivation, work environment, and training. The remaining 48.2% of the variation in employee performance is influenced by factors outside the model, such as leadership, compensation, work discipline, organizational culture, job satisfaction, workload, and other individual and organizational factors not examined in this study.

The Adjusted R-square value of 0.492 indicates that after adjusting for the number of independent variables in the model, this model still has a fairly good ability to explain variation in employee performance. This adjustment helps reduce potential bias due to the use of multiple variables. The R-square value of 0.720 indicates a strong relationship between the independent variables (work motivation, work environment, and training) and the dependent variable (employee performance). The higher the R-value, the stronger the relationship between the variables in this model.

The Std. Error of the Estimate value of 4.042 indicates the level of prediction error in the regression model. This means that in predicting employee performance, this model has an average error probability of approximately 4.042 units. The smaller this value, the more accurate the model is in predicting employee performance.

F Test

Table 9. F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	984,25	3	328,083	20,085	,000 ^b
Residual	914,734	56	16,335		
Total	1898,983	59			

Based on the results of the F test in the table above, the calculated F value is 20.085 with a significance level of 0.000. Because this significance value is smaller than 0.05 ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted. This shows that the variables Work motivation (X1), Work environment (X2), and Training (X3) simultaneously have a significant effect on Employee performance (Y). In other words, the three independent variables together can explain changes that occur in Employee performance. The regression Sum of Squares value of 984.25 indicates the magnitude of the variation in Employee performance that can be explained by this research model. This means that this regression model is able to explain 984.25 units of the variation in Employee performance that occurs. Meanwhile, the residual Sum of Squares of 914.734 indicates variations that cannot be explained by the model, or in other words, this reflects an error in the model's prediction. The total data variation of 1,898,983 represents the total number of variations in Employee performance data, consisting of variations that can be explained by the model (regression) and variations that cannot be explained (residual). The regression df value of 3 indicates that the number of independent variables used in this model is 3, namely Work motivation, Work environment, and Training. Meanwhile, the residual df of 56 indicates the remaining degrees of freedom after subtracting the number of variables studied, which describes the number of observations used in the analysis.

t-test

Table 10. t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,008	3,800		3,687	,001
Work motivation	,404	,155	,401	2,596	,012
Work environment	-,031	,117	-,031	-,260	,796
Training/Training	,423	,144	,394	2,931	,005

The t-test results show that work motivation has a positive and significant effect on employee performance, with a t-count value of 2.596 and a significance level of 0.012, which is less than 0.05. This means that boosting work motivation will have a big effect on how well employees do their jobs. Conversely, the work environment does not significantly impact employee performance, since the t-count value (-0.260) is less than the t-table (2.000) and the significance value of 0.796 above 0.05; thus, the second hypothesis is rejected. The t-test findings for Training indicate a t-count value of 2.931 and a significance of 0.005. This means that training has a positive and important effect on how well employees do their jobs. This shows that, as expected in the third premise, making training better can greatly enhance how well employees do their jobs. So, in this study, work motivation and training are two important factors that affect how well employees do their jobs.

Discussion

The Influence of Work Motivation on Employee Performance

The initial hypothesis test findings demonstrate that work motivation exerts a favorable and significant impact on staff performance at PT. Medcomm Solution. This finding aligns with motivation theory and corroborates earlier studies indicating that work motivation significantly affects employee performance (Susanto et al., 2025)(Sari et al., 2023)(D. Tambunan et al., 2024). The significance of motivation in enhancing performance, particularly in fields necessitating substantial engagement, such as field laborers (Y. Lubis et al., 2024). Work motivation is a major factor that keeps workers focused on reaching their goals, following operational standards, and working harder even when they face challenges in the field (Tanady et al., 2024). Also, intrinsic and extrinsic motivation have a big effect on how well someone does. Companies also need to make the workplace a place where people want to work by offering training, chances to grow, and paying attention to the health and safety of their workers (Sofiyani et al., 2026).

The management implications of this study indicate that PT. Medcomm Solution should focus ways to enhance job motivation in order to elevate staff performance. Managing motivation well will make employees more committed, boost productivity, and cut down on attrition rates. Management needs to create more focused incentive programs that include both financial benefits and non-material recognition, such career advancement and better employee welfare. PT. Medcomm Solution can make the workplace more productive and loyal by figuring out what motivates each set of employees. This will also help create a good company culture, get employees more involved, and help the company reach its goals more quickly.

The Influence of Work Environment on Employee Performance

The results of the second hypothesis test show that the work environment does not have a big impact on how well employees conduct their jobs at PT. Medcomm Solution. This conclusion corroborates prior studies indicating that while the work environment can affect motivation, other elements, such as internal communication or organizational culture, exert a more significant influence on enhancing performance (Ballian, 2020)(Novirsari et al., 2022)(Faris et al., 2024). A supportive work environment is vital, but personal variables about employees and the way a leader leads are more important in determining job performance (Faris et al., 2024). Companies can put their attention on other, more important things that can help performance, like adaptive leadership and social support at work (F. R. A. Lubis et al., 2023). The physical environment at work is crucial, but so are psychological variables like feeling safe and secure (Nasib, 2020).

The study's managerial implications indicate that PT. Medcomm Solution should reassess its current workplace regulations, as the findings revealed that the work environment does not substantially influence employee performance. One thing that may be done is to do an employee satisfaction survey to find out what parts of the work environment are less supportive, including the physical facilities, the work climate, or how well teams communicate with each other. PT. Medcomm Solution also needs to make the work environment better for employees' mental health. They can do this by giving employees more chances to grow, making sure their bosses are there for them, and making the feedback system more open. The organization can improve performance by focusing on things that have a more direct effect on it, such motivation and leadership.

The Effect of Training on Performance

The outcomes of the second hypothesis test demonstrate that training exerts a positive and significant influence on staff performance at PT. Medcomm Solution. This research aligns with human resource development theory and corroborates prior studies indicating that effective training enhances employee

performance (Agus, 2023)(Satrah, 2024)(Shanmugathan & Thirunavukkarasu, 2024). Training is a key part of helping employees improve their skills, knowledge, and abilities, which in turn has a direct effect on how productive they are and how well they do their jobs [39]. Proper training may provide you the skills and knowledge you need to do your job better, boost your motivation, and make you feel more confident at work (Bhastary et al., 2024). Training not only improves technical abilities, but it also helps people develop the positive behaviors and attitudes they need to meet the demands of their jobs (Renata et al., 2021). Training is a vital technique to make sure that staff always have the most up-to-date skills and knowledge as technology and market needs change (Ujung et al., 2021).

The management implications of this study indicate that PT. Medcomm Solution should enhance and prioritize its training program to elevate staff performance. Management should create a better organized training program that focuses on teaching employees the skills they need to help the organization reach its goals. The organization can also think about giving employees more customized competency-based training that is suited to their job needs and career goals. This will assist make employees more skilled, loyal, and productive, which will boost the company's overall performance.

The Influence of Work Motivation, Work Environment, and Training on Employee Performance

The outcomes of the second hypothesis test demonstrate that concurrently, Work motivation, Work environment, and Training exert a favorable and significant influence on Employee performance at PT. Medcomm Solution. This conclusion aligns with human resource development theories that assert these elements interact to influence individual performance (Hutasoit et al., 2021)(Awoitau et al., 2024)(Yuninda, 2025). Intrinsic motivation has a lasting effect on how well employees do their jobs (Syaifuddin et al., 2023)(Hutasoit et al., 2021). A good work atmosphere can help employees do their jobs better. Also, good training is an important part of helping employees improve their skills and abilities, which has a direct effect on how productive they are and how well they do their jobs (Astika et al., 2022)(Tambun et al., 2026). In businesses that have to deal with changes in technology and market needs, the interaction of these three aspects is becoming more and more important (Syaifuddin et al., 2022)(Purba et al., 2025). A good organizational culture and a training system that keeps up with new technology and job needs can help employees be more ready and skilled (Syaifuddin et al., 2024)(Kirana et al., 2024). Also, competency-based training is better at helping people do their best work. Training that meets the needs of the company has a big effect on how well employees do their jobs (Hasrul Azwar Hasibuan et al., 2022)(Edward, 2021)(Purba et al., 2023).

The management implications of this research indicate that PT. Medcomm Solution ought to formulate and prioritize more structured and integrated training programs that focus on job motivation and fostering a supportive work environment. Management needs to make policies that don't just focus on one thing at a time, but instead bring all three aspects together at once to get the best results. PT. Medcomm Solution can assist its employees be more productive, loyal, and do better work by using a competency-based training program, managing motivation, and making the workplace more pleasant. All of these things will help the company reach its goals. By taking an all-encompassing strategy, the company can make its dynamic organizational culture stronger and make itself more sustainable in a competitive market.

4. Conclusion

This study demonstrates that work motivation and training exert a substantial favorable impact on employee performance at PT. Medcomm Solution, however the work environment shows no significant effect. These results show that motivated workers can do better work, and that proper training can help them learn the skills they need to do their jobs. Employees that are well-trained and motivated do better

job and are more confident in their abilities. On the other hand, while a good work environment is crucial, other internal elements like motivation and training have a bigger impact on how well employees do their jobs.

Based on these results, PT Medcomm Solution should make its continuing and integrated training program stronger to help employees enhance their skills and knowledge. Prioritizing work motivation is also important. This may be done by coming up with techniques that will make employees more committed, such as performance-based reward programs and non-financial recognition. Even if the work environment didn't have a big effect in this study, organizations still need to make sure they don't ignore this part, since a good work environment can help employees feel better and make them happier at work.

There are a few things about this study that should be kept in mind. First, the sample size was restricted to 60 employees at PT Medcomm Solution, which constrains the applicability of the findings to a broader population. Second, this study examined only three independent variables—work motivation, work environment, and training—while other factors, such as rewards, remuneration, work discipline, and job satisfaction, might exert a more significant impact on employee performance. Third, the quantitative method employed was restricted to assessing the correlations among variables, neglecting a thorough exploration of employees' perceptions of the issue under investigation.

Future studies might examine supplementary variables, including remuneration, incentives, and work discipline, that can affect employee performance. Additionally, to enhance comprehension of the elements affecting performance, a mixed-methods approach, integrating both quantitative and qualitative techniques, is advised. A study with a bigger sample size and extended length might yield more representative results, facilitating the discovery of elements potentially ignored in this research. Subsequent research may further investigate the impact of individual factors and the organizational setting on the correlations among these variables.

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