

The Effect of Motivation, Training and Work Discipline on Employee Performance: The Case of CV. Bumi Angkasa Sejahtera South Sumatera

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Abstract

This study examines the effect of motivation, training, and work discipline on employee performance at CV. Bumi Angkasa Sejahtera South Sumatera. The object of the study is CV Bumi Angkasa Sejahtera South Sumatera. Address Jalan Tanjung Sari I, Jl. Sapta Marga No. 1A, Bukit Sangkal, Kec. Kalidoni, Palembang City, South Sumatera 30114. This study is a causal associative study using a quantitative approach. The dependent variable is performance, with indicators of work quality, work quantity, and responsibility. The independent variables are motivation, training, and work discipline. The indicators of motivation are the need for security, the need to feel belonging, and the need for self-esteem. The training indicators are participants, materials, and objectives. The indicators of work discipline are obedience to time rules, company regulations, and rules of conduct at work. The population used in this study were all CV Bumi Angkasa Sejahtera South Sumatera employees, totaling 135 people, and the sample consisted of 100 respondents. The method used in data collection was a questionnaire. The analysis model used was multiple linear regression. The result reveals that motivation, training, and work discipline positively and significantly affect CV employee performance. Bumi Angkasa Sejahtera South Sumatera.

Keywords: Motivation, Training, Work Discipline, Employee Performance

How to Cite

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1. Introduction

CV Bumi Angkasa is a cosmetics distributor that has grown from a humble grocery store to oversee several cosmetics in Indonesia. With several branches in the South Sumatra region and a headquarters in Palembang City, the company has shown rapid development year after year. It is now a well-known distributor in the South Sumatra region, especially with several famous

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brands such as Pixy, Mandom, Implora, Fanbo, The Originote, Azarine, Shallow, Herborist, and others. This growth is a testament to our potential and the bright future that lies ahead.

Employee performance is not just a factor in a company's success, it is the cornerstone. It is critical for a company to understand the abilities, skills, goals, work standards, and time used by employees to work. The performance of our employees directly impacts the achievement of our company's goals. Bumi Angkasa Sejahtera Sumatera. The recent decline in employee performance at CV. Bumi Angkasa Sejahtera Sumatera is a matter of utmost importance and urgency.

Based on the initial observation data, the quantitative results of employee work have decreased. This is evident from the fluctuating sales data in the last six months of 2024, with sales dropping by [specific percentage] in [specific month]. These figures have not met the targets set by the company, indicating that the quantity of employee work is not optimal. Furthermore, the quality of employee work results still needs improvement, as noted in the quality of employee work not being by the standards set by the company, so often, work that has been completed must be redone to be fixed. In addition, the lack of employee responsibility is seen from the presence of employees delaying completing their work; there are still many tasks that still need to be completed on time. This will significantly impact employee performance in achieving targets and will reduce the level of achievement of company goals. Another phenomenon found at CV. Bumi Angkasa Sejahtera Sumatera, regarding motivation variables, there is an indicator of the need for a sense of security. There is a problem where employees feel less safe with the work environment and parking lot, which lacks CCTV, and sometimes there needs to be security guards to guard it. In addition, there is also a problem with the indicator of the need to feel belong where there are still groups doing work; then, for employees who are less sociable, it is easier to interact with coworkers, so employees feel more motivated to work.

Another problem was the need for self-esteem, where employees felt the lack of company attention to employees who had achieved company targets. For instance, [specific example of an employee who achieved a target] did not receive any public recognition or reward, which made them feel unimportant and unappreciated. This lack of recognition is a significant issue that needs to be addressed. Another phenomenon that was also found in CV is Bumi Angkasa Sejahtera Sumatera, regarding training variables, found problems in the participant indicator that employees felt the requirements to become training participants had to go through many stages of selection and lack of support from the company to take part in training, so employees became reluctant and less interested in taking part in the training. Another problem was found in the material indicator where the material presented was too much, so training participants felt bored. besides that, there was no change or innovation about the material given, and the resource person was less interested in explaining or delivering the material, so employees felt there were no results from taking part in the training. Problems were also found in the objective indicator, where employees did not get the expected results after taking part in training, and employees did not acquire increased skills.

Based on initial observation data, the number of employees disciplined who are absent without explanation per month is relatively high, which means that employees still need to care more about the work discipline regulated or determined by CV. Bumi Angkasa Sejahtera Sumatera. The phenomenon was also found in CV. Bumi Angkasa Sejahtera Sumatera, regarding the work discipline variable, found problems in the indicator of obedience to time rules. In addition to undisciplined absences, some employees went home early from the office where employees went home before 16:00 WIB, which had been set by CV. Bumi Angkasa Sejahtera Sumatera Selatan. In addition, problems were also found in the indicator of obedience to company

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regulations, where there were still often employees who only wore t-shirts; in addition, there were still usually employees during working hours, such as those outside their places. Another problem was also found in the indicator of obedience to the rules of behavior in work shown by doing work according to their duties and responsibilities. However, there were still lazy employees, and employees were seen wasting time after break time still busy with their respective personal activities, so of course what was delayed was their work so that employees seemed not disciplined in carrying out their work effectively. This becomes a severe phenomenon if it is allowed to continue because it will hinder the achievement of goals in the company. Based on the description of the research background, this study examines the influence of motivation, training, and work discipline on employee performance CV. Bumi Angkasa Sejahtera South Sumatra.

2. Literature Review

Human resources are one of the most essential things that cannot be separated from an organization, both institutions and companies. Human resources are also the key to determining the development of a company. Human resources are people employed in an organization/company as drivers, thinkers, and planners to achieve the organization's goals. Employees are not mere resources but capital or assets for institutions or organizations. In improving human resources, employees' knowledge, abilities, motivation, and professional attitudes must be enhanced to increase the quality of human resources. Employees must have good motivation, discipline, knowledge, skills, honesty, initiative, and creativity. If this can be realized, the company can be more optimal in improving its goals. An employee with high and good performance (work results or work produced) can support achieving the goals and objectives the organization or agency sets. The performance itself is the result of work that workers can obtain, a management process, or an organization as a whole, where the work results can be shown in real terms of quality and quantity (Sedarmayanti, 2017). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employees must have quality human resources who can carry out their duties as an apparatus per the assigned tasks. Therefore, to perform well, a person must have a high desire to do and know his job. Good employee performance will directly affect the institution's performance; improving employee performance certainly requires a long time and process. In addition to increasing supervision and coaching, an assessment can also be carried out on its employees' performance. This aims to measure the level of success that an organization or agency has achieved (Mangkunegara, 2017). Factors influencing good employee performance are ability and expertise, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2018). Their motivation can influence a person's high and low performance. Motivation drives the spirit or drive to work, so the strength or weakness of employee work motivation also determines performance. A person's performance depends on the strength of their goals and intentions. With motivation, encouraging an employee leads to behavior in carrying out tasks effectively and efficiently (Meirdiansyah, 2015). Employees can develop their professionalism and build an influential and good work culture with motivation.

Motivation is not just a theoretical concept, but a practical tool that can bring tangible benefits to businesses. It is a powerful force in the world of work that significantly influences performance, both individually and collectively. Motivation is a critical factor that ignites the desire and interest of employees to excel in their roles and achieve optimal results. Several experts have investigated the effect of motivation on employee performance. According to

Aguinis and Kraiger (2015), motivation positively impacts employee performance. They found that highly motivated employees tend to be more enthusiastic and dedicated to completing their tasks, thus improving their performance. Their research provides a deeper understanding of the importance of motivation in achieving optimal performance.

Training is a significant factor that can enhance employee performance. As Larasati (2018) defines, training is a short-term education that uses systematic and organized procedures to equip non-managerial workers with technical knowledge and skills for specific purposes. This emphasis on the role of training in enhancing employee performance underscores the importance of investing in employee development, making the audience feel the value of such initiatives. For instance, a company could implement regular training sessions to keep employees updated on the latest industry trends and technologies. Similarly, a transparent and fair disciplinary system can help maintain a positive work environment and ensure employees understand and adhere to company rules and regulations. The company can improve employee performance and ultimately achieve its goals by implementing these strategies. Another factor that can affect employee performance is work discipline. According to Sinambela (2018:335), work discipline is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Thus, work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow the established rules. Discipline must be enforced in an organization. This means that with the support of good employee work discipline, it is easier for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals. How will an organization run well if it is employees or human resources themselves are not disciplined and do not have the awareness and willingness to obey all the regulations of an organization, on the other hand, if employees increase discipline starting from a high level of understanding and obeying all organizational regulations, a good or positive work atmosphere will be created and this will greatly affect the level of employee performance. Previous research conducted by Sogiana (2018) found that training, motivation, and work discipline significantly affect employee performance. In addition, Oktaviani, Mustika, and Widyawati (2021) also found that job training, work motivation, and work discipline significantly affect employee performance. Previous research conducted by Farisi, Irnawati, and Fahmi (2020) showed that motivation positively and substantially affects employee performance. Similar to previous research conducted by Suryawan, Nurpatia, and Salsabilla, A (2022), the results of their study proved that work motivation has a significant effect on employee performance. In contrast to research conducted by Wahyuni, et al. (2022)), her study showed that work motivation has a positive but insignificant effect. This research is reinforced by previous research conducted by Lestari and Afifah (2020). Their study proved that job training positively and significantly affects employee performance. Meisy, Jantye, and Rita (2016) also proved that training significantly affects performance.

In conclusion, employee performance is influenced by a variety of factors, including motivation, training, and work discipline. These factors are interconnected and can work together to improve performance. Understanding and effectively managing these factors can lead to a more productive and successful organization. Previous research conducted by Rohimah, Hasangapan, Napitupulu, M. (2023). (2023) proved that work discipline positively and significantly affects employee performance. Similar to previous research conducted by Suryawan, et al. (2022), the results of their study demonstrate that work discipline has a significant effect on employee performance. In contrast to research conducted by Lestari and Afifah (2020), the results of their research show that work discipline does not significantly

affect employee performance. Similar to research conducted by Ginting (2020) with research results that work discipline does not have a significant effect on employee performance.

3. Research Method

The object of the study is CV Bumi Angkasa Sejahtera South Sumatra. Address Jalan Tanjung Sari I, Jl. Sapta Marga No. 1A, Bukit Sangkal, Kec. Kalidoni, Palembang City, South Sumatra 30114. This study is a causal associative study using a quantitative approach. The dependent variable is performance, with indicators of work quality, work quantity, and responsibility. The independent variables are motivation, training, and work discipline. The indicators of motivation are the need for security, the need to feel belonging, and the need for self-esteem. The training indicators are participants, materials, and objectives. The indicators of work discipline are obedience to time rules, company regulations, and rules of conduct at work. The population used in this study were all CV Bumi Angkasa Sejahtera South Sumatra employees, totaling 135 people. The number of samples was determined using the formula developed by Isaac and Michael, and from a total population of 135 employees of CV Bumi Angkasa Sejahtera South Sumatra, with a set error rate of 5% and the number of samples for employees of CV Bumi Angkasa Sejahtera South Sumatra was 100 respondents with sample distribution from each sub-region. In this study, the method used in data collection was a questionnaire. Likert scale through positive questions with answer categories scored from 1 to 5. The questionnaire used in this study asked respondents to answer one of the appropriate answers according to their opinion. The analysis model used was multiple linear regression.

4. Findings and Discussions

The following equation model is obtained based on the analysis results in the regression results table.

$$Y = 1.765 + 0.502X_1 + 0.256X_2 + 0.189X_3$$

The model can be explained as follows:

The constant value, 1.765, in the model is a crucial baseline. It indicates that if the variables of motivation, training, and work discipline are considered *ceteris paribus*, the employee performance variable of CV. Bumi Angkasa Sejahtera South Sumatra will remain at 1.765 points. The beta value of the motivation variable, 0.502, is the highest in the model. This value signifies that a 1-point increase in the motivation variable, while other factors are considered *ceteris paribus*, will lead to a significant 0.502-point increase in the employee performance of CV. Bumi Angkasa Sejahtera South Sumatra. The beta value of the training variable, 0.256, plays a pivotal role in the model. It indicates the value of investing in employee development. A 1-point increase in the training variable, while other factors are considered *ceteris paribus*, will lead to a moderate 0.256-point increase in performance. The beta value of the work discipline variable is 0.189; this value underscores the importance of maintaining a disciplined work environment. If the work discipline variable increases by 1 point while other factors are considered *ceteris paribus*, employee performance will increase by 0.189 points.

Table 1. Regression Result

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS
		B	Std. Error	Beta
1	(Constant)	1.765	1.408	
	Motivation	.502	.072	.521
	Training	.256	.075	.256
	Discipline	.189	.065	.199

Based on Table 2, it can be seen that the calculated F value is 95.483, and the F table value is 2.70. In addition, the significance value is 0.000, and the alpha value is 0.05. The calculated F value of 95.483 is greater than the F table value of 2.70, and the significance value of 0.000 is smaller than the alpha value of 0.05. It can be concluded that motivation, training, and discipline simultaneously significantly affect employee performance at CV. Bumi Angkasa Sejahtera South Sumatra. Based on the comprehensive analysis presented previously, it is clear that motivation, training, and work discipline play a pivotal role in influencing employee performance at CV Bumi Angkasa Sejahtera, South Sumatra. This is not just a mere observation, but a significant finding, as evidenced by the high coefficient of determination of 0.865 or 86.5%, indicating that these factors contribute to a large extent to employee performance. This study reveals a complex web of interconnected factors. Motivation, training, and work discipline do not act in isolation, but rather, they simultaneously and significantly influence employee performance at CV Bumi Angkasa Sejahtera, South Sumatra. Bumi Angkasa Sejahtera, South Sumatra. This interconnectedness means that a holistic approach is needed, where these three factors are not viewed separately, but as a unified policy that can increase employee enthusiasm, improve training, and enforce fair work discipline. The findings of the study on the work quantity indicator underscore the urgent need for reminders to increase the quantity of work in order to achieve the Company's target. The fact that 10% of the respondents were neutral, 12% disagreed, and 8% strongly disagreed, indicates that there are still employees who have not met the target. This is a pressing concern for the management of CV Bumi Angkasa Sejahtera South Sumatra, and it's crucial to remind employees of their responsibilities. Research findings on the statement responsibility indicator about each employee completing the tasks given by the leader. The respondents' answers were 16% neutral, 14% disagreed, and 10% strongly disagreed, indicating that there are still employees who delay the work given by the leader. This is a serious issue that needs to be addressed by the management of CV Bumi Angkasa Sejahtera South Sumatra. It's important to remind employees of the obligation to complete their tasks on time. Research findings on the statement responsibility indicator show that each employee never delays the work given by the leader. The respondents' answers were 11% neutral, 8% disagreed, and 7% strongly disagreed; there are still employees who delay the work given by the leader. Based on the observation results, these answers can increase due to the dishonesty of the respondents in answering the questionnaire. This can be noted by the management of CV Bumi Angkasa Sejahtera South Sumatra so they can complete the tasks on time. This study is in line with Kasmir's theory (2018), which states that various factors can affect a person's performance in an organization, namely ability, and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. This study's results align with research conducted by Sogiana (2018), which found that training, motivation, and work discipline significantly affect employee performance. In addition, Oktaviani, Mustika & Widyawati (2021) also found that job training, motivation, and work discipline significantly affect employee performance.

Table 2. ANOVA Result

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Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1230.576	3	410.192	95.483	.000 ^a
Residual	412.414	96	4.296		
Total	1642.990	99			

Based on Table 3, the t-value on the motivation variable is 6.987, and the t-table value is 1.984. In addition, the significance value is 0.000, and the alpha value is 0.05. The t-count value of 6.987 is greater than the t-table value of 1.984, and the significance value of 0.000 is smaller than the alpha value of 0.05. It can be concluded that motivation significantly affects employee performance CV. Bumi Angkasa Sejahtera South Sumatra. The test results prove that partial work motivation positively and significantly influences employee performance. This means that when work motivation increases, employee performance will also increase. Motivated employees tend to have high work enthusiasm, are more proactive, and are oriented towards achieving company goals. Motivation can come from various sources, such as awards, recognition, opportunities for development, and a supportive work environment. The significant influence of work motivation on performance shows that changes in work motivation will have a tangible impact on employee performance. This emphasizes the importance of management in paying attention to factors that can increase motivation, such as providing fair incentives, creating a conducive work environment, and providing constructive feedback. This significance shows that motivation is not just a supporting factor but a critical element influencing employee productivity and work efficiency. Based on the research findings, the statement about employees will feel appreciated after completing their work on time. The respondents' answers were 12% neutral, 11% disagreed, and 9% strongly disagreed because employees still did not complete their work on time. Based on the observation results, these answers can increase due to the dishonesty of respondents in answering the questionnaire. This can be considered by the CV Bumi Angkasa Sejahtera South Sumatra management so that they can appreciate employees who complete their work on time. Research findings state that employees feel appreciated after completing their work exceeding the target. The respondents' answers were 13% neutral, 15% disagreed, and 9% strongly disagreed because employees still did not complete their work exceeding the target. Based on the observation results, these answers can increase due to the dishonesty of the respondents in answering the questionnaire. This requires the leadership to appreciate employees who have completed their work exceeding the target. The results of this study are in line with Kasmir's theory (2018), which states that one of the factors that influences individual performance in an agency or organization is work motivation. Work motivation is a drive for someone to do work. If employees have a strong drive from within themselves or encouragement from outside (for example, from the company), they will be encouraged to do a good job. In the end, good encouragement from within and outside a person will produce good performance. This study's results align with the results of the survey by Farisi, Irnawati, and Fahmi (2020). The results of the study showed that work motivation has a positive and significant effect on employee performance. In their research, Suryawan, et al. (2022) showed that work motivation substantially impacts employee performance. The results of the respondents' answers show that motivation affects employee performance. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who feel insecure at work; b. Some employees still feel they need to be more appreciated after completing their work on time; c. Some employees still feel they need to be more appreciated after completing work exceeding the target. As a result of these problems, it appears that employees do not work according to the quantity set by the company, employees do not immediately complete the tasks given by their leaders, and

employees postpone the work provided by their leaders, meaning that employee performance decreases due to the unfulfilled expectations of employees such as employees' sense of security at work, and lack of attention from leaders to employees so that employees feel unappreciated after completing work on time or exceeding the target. Researchers suggest paying attention to employee motivation given by the company or leaders to employees, primarily related to the need for employee security in working, giving awards to employees who work better than other employees, such as in achieving company targets. If these improvements are made, employees will be motivated so that they will be serious about working and will feel safe and appreciated by leaders and by the company.

The t-value of the motivation variable is 3.396, and the t-table value is 1.984. In addition, the significance value is 0.001, and the alpha value is 0.05. The calculated t value of 3.396 is greater than the t table value of 1.984, and the significance value of 0.001 is smaller than the alpha value of 0.05. This has a significant effect on employee CV performance. Bumi Angkasa Sejahtera South Sumatra. The test results prove that partial training has a positive and significant effect on employee performance, so it can be concluded that the job training provided by CV. Bumi Angkasa Sejahtera South Sumatra has succeeded in improving employee performance. This could mean the training is relevant to employee needs and delivered effectively. Positive Influence: This shows that every increase in job training will directly affect employee performance. This means that the better or more intensive the training provided, the employee performance will also increase. Significant Influence: This means that the influence is quite large and can be proven statistically, so changes in job training variables have a tangible impact on employee performance. Based on the research findings, the statement about employees being very enthusiastic about becoming training participants. The respondents' answers were 29% neutral, 7% disagreed, and 13% strongly disagreed because employees still did not like training activities. Based on the results of observations, these answers can increase due to the dishonesty of respondents in answering the questionnaire. This requires attention from the leadership to create more exciting and innovative training materials that attract more employee interest. Based on the research findings, the statement about the purpose of training is to improve work performance. The respondents' answers were 4% neutral, 16% disagreed, and 15% strongly disagreed because employees still did not know the direct benefits of training. Based on the results of observations, these answers can increase due to the dishonesty of respondents in answering the questionnaire. This requires attention and education from leaders regarding the importance and direct benefits of participating in training. This study is in line with Kasmir's theory (2018:189), which states that knowledge can affect individual performance in an agency or organization. Good knowledge from employees will provide good work results. Conversely, poor knowledge will also deliver poor work results. Efforts to increase employee knowledge about work are by conducting job training. The results of previous research conducted by Lestari and Afifah (2020) showed that job training had a positive and significant effect on the performance of PT employees. Ardena Artha Mulia Production Division. Another study by Meisy, Jantye, and Rita (2016) showed that training significantly affected performance. According to Mangkunegara (2017), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. According to Dessler (2020), training is a process of pursuing the skills needed by employees in carrying out their work, where employee training provides practical knowledge and its application in the world of work of the company to increase work productivity in achieving the organization's desired goals. Training can be divided into 5 indicators: Instructors, Training Participants, Methods, Materials, and Training Objectives. The results of the respondents' answers show that

training affects employee performance. It can be seen in the distribution of answers to respondents that the problems are as follows: a. There are still employees who need to be more enthusiastic about becoming training participants; b. Some employees still feel the training material could be more attractive; c. There are still employees who think that the purpose of training is not to improve work performance. As a result of these problems, it appears that employees do not work according to the quantity set by the company, employees do not immediately complete tasks given by leaders, and employees postpone work given by leaders, meaning that employee performance decreases due to unfulfilled employee expectations when training is held, such as there are still employees who are not interested in the training being held, the material presented is not exciting. The purpose of the training is not to improve employee skills or abilities. The researcher suggests making the training as enjoyable as possible so that employees can be interested and enthusiastic about participating in the training, providing material that keeps employees energized and creating a clear goal, namely to improve employee ability in working. If these improvements are made, employees will be enthusiastic about participating in the training and can improve employee abilities.

The t-value for the motivation variable is 2.925, and the t-table value is 1.984. In addition, the significance value is 0.004, and the alpha value is 0.05. The calculated t value of 2.925 is greater than the t table value of 1.984, and the significance value of 0.004 is smaller than the alpha value of 0.05. It can be concluded that there is a significant effect of discipline on employee performance at CV. Bumi Angkasa Sejahtera South Sumatra. Our research at CV. Bumi Angkasa Sejahtera South Sumatra has unequivocally demonstrated work discipline's vivacious and significant influence on employee performance. Bumi Angkasa Sejahtera South Sumatra. As work discipline increases, so does employee performance, indicating a direct correlation between adherence to regulations, policies, work ethics, and work outcomes. This finding underscores the pivotal role of discipline in human resource management strategy. Organizations can boost employee performance and foster a more productive and harmonious work environment by enhancing work discipline. Based on the research findings, the statement about employees is always presented with a certificate. The respondents' answers were 18% neutral, 9% disagreed, and 13% strongly disagreed because there were still employees who were absent from work without a certificate. Based on the observation results, the answers could increase due to the dishonesty of the respondents in answering the questionnaire. This requires a warning of sanctions from the leadership of employees who are absent without a certificate because disciplined employees will affect performance. Based on the research findings, the statement about employees always wearing polite and neat clothes while working. The respondents' answers were 8% neutral, 13% disagreed, and 6% strongly disagreed because employees still did not wear polite and neat clothes while working. Based on the observation results, these answers could increase due to the dishonesty of the respondents in answering the questionnaire. This requires a warning from the leadership for employees to wear polite and neat clothes while working. This study is in line with Kasmir's theory (2018), which states that one of the factors that influences individual performance in an agency or organization is work discipline. Work discipline when employees come and go home on time, use office equipment with a sense of responsibility, ensure satisfactory work results, and work with high enthusiasm. Disciplined employees will affect performance. The results of this study align with research conducted by Rohimah, Hasangapan, Napitupulu, (2023). and Suryawan, et al. (2022), which proves that work discipline has a significant effect on employee performance. To improve employee performance in the employee work discipline sector, employees must come and go home on time, provide information to their superiors if they are not at work, dress politely and neatly, and be enthusiastic about the tasks given. The results of the respondents' answers show

that discipline affects employee performance. It can be seen in the distribution of answers from respondents that the problems are as follows: a. There are still employees who still need to come and go home on time; b. Some employees still still need to come in with a certificate; c. There are still employees who need to wear neat clothes while working. As a result of these problems, it appears that employees do not work according to the quantity set by the company, do not immediately complete tasks given by their leaders, and postpone work given by their leaders, meaning that employee performance decreases due to low employee work discipline. The researcher suggests paying attention to employee work discipline, especially regarding employees who are not disciplined in coming to work and going home and employees who only come in with a certificate and neatness while working. If these improvements are made, employees will be more disciplined in working and can improve employee performance by achieving company targets, and employees will complete work on time.

Table 3. t-Table Result

	<i>Model</i>	<i>t</i>	<i>Sig</i>
1	(Constant)	1.254	.213
	Motivation	6.987	.000
	Training	3.396	.001
	Discipline	2.925	.004

5. Conclusion

Simultaneously, proven motivation, training, and work discipline positively and significantly affect employee performance at CV. Bumi Angkasa Sejahtera South Sumatra. For CV, Bumi Angkasa Sejahtera South Sumatra is expected to be able to pay attention to employee motivation, training, and work discipline because, in this study, motivation, training, and discipline affect employee performance. Pay attention to employee motivation given by the company or leader to employees, primarily related to the need for employee security in working. It is the responsibility of the company to ensure that employees feel safe and secure in their work environment, as this significantly impacts their motivation and performance. Providing awards to employees who work better than other employees, such as in achieving company targets, is one way to show appreciation and enhance motivation. If these improvements are made, employees will be motivated to work seriously and feel safe and appreciated by the leader and the company. The company should make the training as enjoyable as possible so that employees can be interested and enthusiastic about taking part in the training, providing materials that make employees satisfied and make clear goals, namely to improve employee ability in working. If these improvements are made, employees will be enthusiastic about participating in the training, which can enhance employee ability. Pay attention to employee work discipline, especially regarding employees who are not disciplined in coming to work and going home, who are absent without a certificate, and who are neat while working. If these improvements are made, employees will be more disciplined in their work and can improve employee performance by achieving company targets, and employees will complete their work on time.

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