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# Human resources development in Salatiga city education department (analysis of work discipline and work motivation on performance mediated by education and job training of employees)

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## ABSTRACT

This research aims to analyze the influence of work discipline, work motivation, education and training on employee performance and whether education and training mediate the influence of work discipline and motivation on the performance of Salatiga City Education Office employees. This research uses a quantitative approach with census sampling techniques and Likert scale-based questionnaires. Data analysis uses multiple regression analysis. These findings have significant implications for improving the performance of Salatiga City Education Service employees, emphasizing the importance of work discipline, work motivation, education and training in influencing employee performance. Organizations can utilize these insights to formulate strategies that foster discipline and motivation, while implementing effective education and training programs to improve employee performance. Furthermore, the absence of mediation by education and training on the relationship between work discipline and work motivation on employee performance indicates the involvement of other factors or mechanisms that have not been explored. Future research should explore these pathways to gain a deeper understanding of workplace dynamics and optimize them to improve organizational performance.



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## Introduction

Development of Human Resources in the macro sense is applied to the main functions of management in general, which include: Planning, Organizing, Directing and Controlling. Meanwhile, operationally, this function is not carried out by private companies but is used by government agencies, including the Ministry of Education, Culture, Research and Technology, which is tasked with building and developing human resources and downstream to Education office offices in districts/cities throughout Indonesia.

Development experts provide various definitions, Siagian (2018) Development as an effort or a series of growth and change efforts that are planned and carried out consciously by a nation, state and government towards modernization in the context of nation building (nation building). Meanwhile, Ginandjar Kartasmita (2015) provides a simple understanding, namely as a process of change towards a better direction through planned efforts. From these two meanings it can be interpreted that development is a conscious and

planned process of change towards a better direction. Human Resources (HR) so that they can be coordinated effectively and efficiently in achieving organizational goals. HR management is human, because humans are the main object and subject, while the person who manages the human is called a manager. So it is very important to get a manager who can manage people/employees well and has good performance.

The Salatiga City Education Office is located at Jalan Laksamana Muda Adi Sucipta No.2, Salatiga. Has the task of planning, compiling, implementing government affairs policies in the field of education which include early childhood education units, elementary schools, junior high schools, and non-school education

One thing that needs to be considered in organizational management activities is building educational human resources within the Salatiga City Education Office office environment, studied from the factor of employee work disciplines one of the strategic elements in the organization and is an important step that will determine the success or failure of the organization in building quality human resources to provide services to teachers and students, the competence of employees as professional human resources in order to realize the Vision and Mission that have been set through the policies policies that have been established by organizational units at the Salatiga City Education Office. Employee work discipline and employee motivation and followed by various employee education and training activities are strategic steps to build quality human resources in various aspects needed and required in order to have superior, competent and professional human resources.

Optimizing employee performance on an ongoing basis must be built and followed by a development process so that employees have maximum work capacity. The importance of improving performance can be said to be a key factor in an organization where the leadership plays a very large role in determining the level of employee performance. Various orders, instructions, decision-making, delivery of policies and other organizational activities always require a high attitude of work discipline and high work motivation followed by various structured and programmed education and training in a systematic and measurable manner. The following shows data on schools, teachers and students, both public and private schools, including schools under the Ministry of Religion.

Even though there are several schools under the guidance of the Ministry of Religion such as Madarasah Tzanawiyah ( MTs ) and Madarasah Ibtidhiyah ( MI ) , educational and curricular technical development, both academic and non-academic, remains under guidance from the Education Office. From the data table above, it can be seen that employees from the Office of Education must handle the coaching of 301 Education Units or Schools and 9,564 Teachers, as well as 14,234 Students. As a government organization, within the Education Office of the City of Salatiga it is seen that in a proportional way the duties of employees with a service ratio to handle the task of fostering Education are quite heavy and this concerns the sustainability of the younger generation in the future.

Over time, employees are required to continue to carry out professional competency development in order to balance the demands of increasingly complex and heterogeneous community services, so there is no other word except that the development of Human Resources within the Office of the Salatiga City Education Office must continue to receive serious attention, quality improvement services continue to be improved in a programmed, measurable and sustainable manner so that the quality of human resources can continue to be evaluated continuously and clearly planned. Considering that the development of human resources in the Salatiga City Education Office will have an impact on the sustainability of the quality of Indonesia's future young generation, especially in the City of Salatiga.

Based on the problems described above, especially in the Salatiga City Education Office, several questions arose in this study to be analyzed more deeply and comprehensively about how the HP of Employee Work Discipline, Employee Motivation, Education and Training Employees factors on Employee Performance. Based on this background, the problems faced by the Salatiga City Education Office are employee discipline in the Office of the Education Office has not shown a good or high level of discipline, for example the morning assembly starts and there are still some employees who are late. There are still several employees who do not wear the work uniform of an ASN (State Civil Apparatus) which has been regulated by the Regional Apparatus Organization. There is an impression that employees at work do not show an optimistic attitude and motivation to complete work on time and appear to be just working (less enthusiastic). It was found that several employees at work were still busy playing their cellphones (games and playing YouTube) and did not finish their work immediately. There are still many employees who do not fully understand about Education and Training activities for employees. The career paths of employees starting from various levels of Training and Education, (Leadership Education and Training) are still not properly understood by employees.

In connection with the background, and the identification mentioned above, the definition of the problem in the research here is "HR Development in the Salatiga City Education Office environment which is analyzed

through work discipline factors, work motivation on employee performance mediated by Education and training factors".

### **Work Discipline**

Work discipline according to Önday (2016) as a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness as well as one's willingness to obey all rules and social norms that apply in a company. Furthermore Setyaningrum et al (2018), work discipline is essentially how to raise awareness for workers to carry out the tasks given, and the formation of this work discipline does not arise by itself but takes time and process. Whereas Hasibuan (2018) indicators that affect the level of work discipline of employees of an organization or institution include: a. Goals and abilities; b. exemplary leader; c. Justice; d. Supervision attached; e. Sanctions/punishments; f. Firmness; and g. Human relations. From some of the expert opinions mentioned above, it can be drawn that work discipline is a tool or means used by managers to communicate with their members/employees so that changes in behavior occur consciously to obey and follow rules and social norms in the company. Discipline is a person's attitude, will and desire to fulfill and comply with the regulatory norms that apply around him. Employees should understand that with good work discipline, useful benefits will be achieved, both for the company and for the employees themselves. Discipline seeks to prevent damage or loss of property, machines, equipment and work equipment caused by decision making, and theft. The main aim of discipline is to increase efficiency as much as possible by preventing waste of time and energy (Sadat, Handayani, & Kurniawan, 2020; Tupti & Arif, 2020).

### **Work motivation**

Motivation is an important factor in carrying out a job because everyone has goals, feelings, desires, which are different from each individual. A good pattern of human resource management is needed. Navy (2020) said motivation is the satisfaction of needs that are driven by motivational strengths, namely the strength of deficiencies and motivation for development, needs can be interpreted as a gap in the drives that exist within humans and what they experience. Setyaningrum and Ardi (2021) Motivation is a function that arises from the expectations of each individual, which through certain efforts leads to a level of performance that can produce the expected results. Meanwhile, Munthe (2020) motivation is a desire that comes from someone who then encourages them to take various steps to achieve their goals. Furthermore, the provision of motivation according to Octafian (2020) is Providing employee morale and job satisfaction; Increase employee work productivity; Maintaining the stability of the company's employees; employee discipline; Streamlining the procurement of employees; Creating a good working atmosphere; Increasing loyalty, creativity and employee participation (Boakye et al, 2021). From some of the expert opinions, it can be concluded that motivation is the driving force that exists within a person to carry out certain activities in order to achieve goals. Motivation that arises from superiors is called extrinsic motivation and motivation that arises from oneself is called intrinsic motivation. Motivation that arises from oneself will usually last longer than motivation that comes from outside (Marta, 2021; Oktavio, Laurent, & Wijaya, 2020; Prabowo, Noermijati, & Irawanto, 2018; Rahmitasari et al., 2021; Sari, Zamzam, & Syamsudin, 2020).

### **Performance**

The definition of performance according to Asghar et al (2020), the term performance comes from the word "job performance", which means work performance or actual achievement achieved by a person. Thus performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Yen, Chen, and Ho (2021) performance is the comparison between the output (output) achieved with the input (input) given. Performance is also the result of input management efficiency and target achievement effectiveness. Therefore, high effectiveness and efficiency will result in high performance as well (Jiang, Siponen, & Tsohou, 2023; Maizar & Indra Nara Persada, 2023; Nurmayanti & SAP, 2020; Primadi Candra Susanto, Siera Syailendra, & Ryan Firdiansyah Suryawan, 2023). For this reason, obtaining high performance requires a mental attitude that has far-sightedness. One must have an optimistic attitude that tomorrow's quality of life and life will be better than today. Furthermore, in the management of an organization performance becomes the most principle expectation in an organization, Siron et al. (2016), places more emphasis on the term performance management, namely a continuous communication process. In addition, for organizational management activities to run well, an organization must have competent or highly capable employees to manage the organization as much as possible so that the existence of the organization is maintained through good performance (Nurmayanti & SAP, 2020). Performance is a result to be achieved by an organization or any company, be it a profit or non-profit organization. A good organization is an organization that is able to produce good performance. The organization can measure employees for their performance based on the performance of each employee.

### Education and training

Education and training are efforts to develop human resources, especially to develop intellectual abilities and human personality. Therefore, to obtain maximum results in employee development, education and training programs are needed that are in accordance with job analysis so that employees know the goals of the education and training they are carrying out. Education and training and employee performance influence each other, where it is assumed that education and training are a response to an organizational need (Agustruari, Yasa, & Dharmanegara, 2017). Hasibuan (2018) states that "Education and training is a process to improve employees' theoretical, conceptual and moral skills". In other words, people who receive planned education and training tend to be more able to work skillfully compared to employees who do not receive education and training. Therefore, education and training are increasingly important because of job demands as a result of changes in situations, working conditions and technological advances, where competition is becoming increasingly fiercer day by day. According to Government Regulation of the Republic of Indonesia Number 101 of 2000, Regarding Education and Training for Civil Servant Positions, Article 1 paragraph (1) explains that Education and Training for PNS positions is the process of organizing teaching and learning in order to improve the capabilities of Civil Servants (PNS). Furthermore, Hasibuan (2018) states that education and training is a process to improve the theoretical, conceptual and moral skills of employees. . Therefore education and training becomes more important because of the demands of a job as a result of changing situations, working conditions. Khan (2019) says that formal education in an organization is a process of developing capabilities in the direction desired by the organization concerned, while training is part of the education process whose goal is to improve the abilities and special skills of a person or group of people.

There is a gap in this research, there is no clear connection between discussing performance and the role of education and training in improving employee performance. The importance of education and training in improving employee skills, previous research has not found a direct relationship between these training efforts and actual performance improvements. This gap hinders a comprehensive understanding of how education and training influence employee performance in an organizational context. Therefore, researchers are interested in conducting research which aims to determine the influence of education and training in mediating work discipline on the performance of employees of the Salatiga City Education Office. Based on the background and studies from several previous studies, it can be formulated hypothesis as follows.

H1: There is an influence of work discipline on performance

H2: There is an influence of work motivation on performance

H3: There is an influence of education and training on performance

H4: There is an influence of work discipline and work motivation on performance which is mediated by education and training.

### Method

#### Research design

This research uses a quantitative approach which emphasizes the analysis of numerical data processed using statistical methods to examine the development of human resources at the Salatiga City Education Office. Data analysis uses multiple regression analysis by analyzing the factors that occur and how much influence work discipline and work motivation have on education and training. Furthermore, the influence of work discipline and work motivation on the performance of Salatiga City Education Service employees, and how much education and training mediate work discipline and work motivation on the performance of Salatiga City Education Service employees.

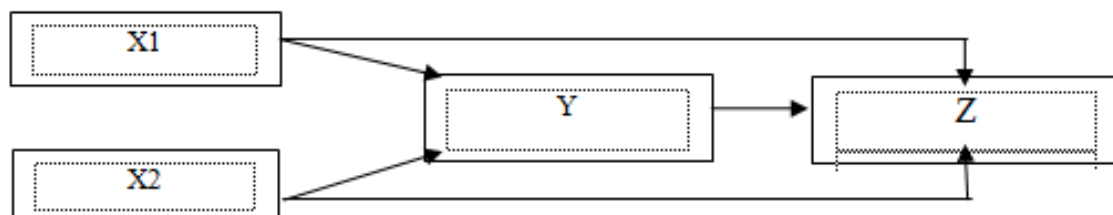


Figure 1. Research Design

#### Population, Sample, and Sampling Technique

Population is the subject of research. The population in this study was determined by all employees of the Salatiga City Education Office, totaling 91 employees. The determination of sampling in this study was census

research, meaning that the entire population was taken as a sample of 89 employees except for the Head of the Department of Education and the Secretary of the Office of Education (2 people due to various considerations and their busy schedule). Census sampling techniques and Likert scale-based questionnaires.

## Results and Discussions

**Tabel 1.** In collecting and testing the data, the characteristics of the respondents were obtained

No	Respondent Characteristics	Amount	Persentase
1	Gender		
	Man	49	55
	Woman	40	45
2	Age		
	15 – 24 y.o	20	22,5
	25 – 34 y.o	25	28,1
	35 – 44 y.o	27	30,3
	45 – 54 y.o	15	16,8
	>55 y.o	2	2,2

Source: Data processing (2023)

Table 1 shows that the respondents were dominated by men, namely 55%. Followed by the female gender at 45%. Respondents aged between 35 – 44 years also made up the majority of respondents in this study. Respondents aged 35 - 44 years are the peak period in terms of productivity and career so that during this age period respondents are usually at the stage where they no longer think about changing jobs.

The data processing begins by carrying out preliminary testing where this testing consists of testing validity, reliability and normality. Each question item from work discipline, work motivation, education and training, and performance has met the validity criteria with the results from  $r$  calculated > results from  $r$  table. Each variable has also been tested for reliability with the results of Cronbach's alpha obtained from data processing having a value greater than the criteria, namely Cronbach's alpha > 0,6.

### Data analysis technique

#### Multiple Regression, Equation I

The technique for analyzing the data that has been collected in this study uses analytical techniques starting from: (1) Feasibility Test Instruments are used to test validity and test reliability, (2) Regression Analysis, (3) Test Models are used to test ANOVA (F-test), and determination test (R test), (4) Hypothesis test used T-test and mediation path test.

**Table 2.** Results of Multiple Linear Regression Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t Siq	
	B	Std Error	Beta		
(Content)	9.017	4,599		1,961	0,054
X <sub>1</sub>	0,272	0,079	0,297	3,434	0,001
X <sub>2</sub>	0,512	0,072	0,618	7,144	0,000

Source: Data processing (2023)

### Dependent Variable: Y. Training

Based on the results of the multiple linear regression analysis obtained, the multiple equations are made as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2$$

$$Y = 0,297 X_1 + 0,618 X_2$$

Where: X<sub>1</sub> = Work Discipline

X<sub>2</sub> = Work Motivation

Y = Education and Training

$\beta_1, \beta_2$  = Coefficient of influence

The Multiple Linear Equation can be concluded:

The regression coefficient shows that the work discipline variable has a positive beta value of 0.297 This shows that the better the work discipline the education office has, the more it will increase the benefits of employee education and training. The regression coefficient shows that the work motivation variable has a

positive beta value of 0.618. This shows that the better work motivation will increase the utilization of education and job training.

### Equation II

Regression analysis in this study was used to determine work discipline, work motivation, and education and training, on employee performance, the regression results were obtained as follows:

**Table 3.** Results of Multiple Linear Regression Analysis Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
(Content)	6,042	5,709		1.058	0,294
X1	0,513	0,104	0,339	4,930	0,000
X2	0,500	0,117	0,364	4,274	0,000
Y	0,604	0,154	0,365	3,918	0,000

Source: Data processing (2023)

### Dependent Variable: Z. Performance

$$Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y$$

$$Z = 0,339 X_1 + 0,364 X_2 + 0,365 Y$$

Where

Z = Performance

Y = education and training

X<sub>1</sub> = Work Discipline

X<sub>2</sub> = Work motivation

$\beta_1, \beta_2, \beta_3$  = Influence coefficient

The multiple linear equation can be concluded:

The regression coefficient shows that the work discipline variable has a positive beta value of 0.339. This shows that the higher the value of work discipline owned will improve employee performance. The regression coefficient shows that the work motivation variable has a positive beta value of 0.364. This shows that the higher the work motivation value, the higher the employee performance. The regression coefficient shows that education and training has a positive beta of 0.365. This shows that the higher the Education and Training will further improve employee performance.

### Equation Model Test I

#### Anova test (F-test)

The Anova test or F test is a statistical test whose function is to find out whether the independent variables of work discipline and work motivation are the right equation models to measure changes in the Education and training variables. From data processing, the following results are obtained:

**Table 4.** ANOVA

Model	Sum of Squares	Df	MeanSquare	F	Sig
1 Regression	2510,249	2	1255,125	47,047	0,000a
Residual	1627,360	61	26,678		
Total	4137,609	63			

Source: Data processing (2023)

Predictors: (Content), X2 Work Motivation, X1 Work Discipline

Dependent Variable: Y. Education and Training

Tests on the table can be concluded as follows: The data above shows that the F count is 47.047 with a Sig value of 0.000 < 0.05. The variables of work discipline (X<sub>1</sub>) and work motivation (X<sub>2</sub>) are good and appropriate variables (Fit) to measure changes in the Education and training variable (Y), thus forming a fit equation.

### Determination Coefficient Test (R<sup>2</sup> Test)

The coefficient of determination or adjusted R square is used to determine how influential the independent variable is. The results of the analysis obtained the value of the determinant coefficient as follows:

**Table 5.** Results of Analysis of the Coefficient of Determination Summary models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,779a	0,607	0,594	5,16508

Source: Data processing (2023)

**Predictors: (Constant), X2 Work Motivation, X1 Work Discipline**

From the table above it can be concluded that, the results of calculating the regression estimate obtained a coefficient of determination (Adjusted R Square) of 0.594 or 59.4% changes in the dependent variable Education and training (Y) can be explained by changes in the independent variable work discipline (X<sub>1</sub>) and work motivation (X<sub>2</sub>), while the remaining 40.6% is explained by variables that are not proposed or explained in this research model.

**Equation II Model Test, Anova Test (F-test)**

The Anova test or F test is a statistical test whose function is to find out whether the independent variables of work discipline, work motivation, education and training are the right equation models to measure changes in the dependent variable, namely employee performance. From data processing, the following results are obtained:

**Table 6.** ANOVA Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>Regression</b>	9031,799	3	3010,600	77,850	,000a
<b>residual</b>	2320,310	60	38,672		
<b>Total</b>	11352,109	63			

Source: Data processing (2023)

*Predictor: Contant) Y. Education and Training, X2. Work Motivation, X1. Work Discipline*

*Dependent Variable: Z Employee Performance*

Tests on the above can be concluded as follows: The data above shows that the F count is 77.850 with a sig value of 0.000 < 0.05. Variables of work discipline (X<sub>1</sub>), work motivation (X<sub>2</sub>), education and training (Y) are good variables and (fit) to measure changes in employee performance variables (Z) so as to form a fit equation.

**Determination Coefficient Test (R<sup>2</sup> Test)**

The coefficient of determination or adjusted R Square is used to find out how much the percentage can be explained by the influence of the independent variable (Idependent variable). The greater the percentage means the greater the influence of the independent variable on the dependent variable, and the smaller the percentage means the weaker the influence of the independent variable on the dependent variable. The results of the analysis obtained the coefficient of determination as follows:

**Table 7.** Results of Analysis of the Coefficient of Determination Summary models

Model	R	R Square	Adjusted R Square	Std Error of The Estimates
1	0,892a	0,796	0,785	6,21867

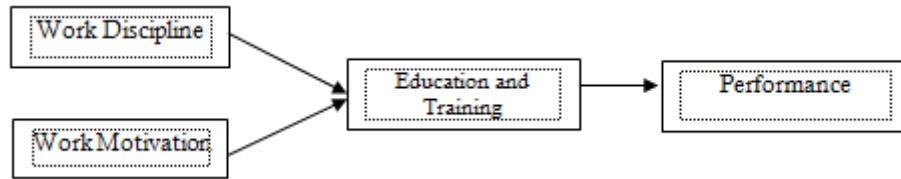
Source: Data processing (2023)

**Predictors: (Contant), Y Education and Training, X2 Work Motivation, X1 Work Discipline**

From the table above it can be concluded that the results of calculating the regression estimate obtained a coefficient of determination (Adjusted R Square) of 0.785 or 78.5% changes in the dependent variable employee performance (Z) can be explained by changes in the independent variable work discipline (X<sub>1</sub>), motivation work (X<sub>2</sub>) and education and training (Y), while the remaining 21.5% is explained by other variables that are not proposed or explained in this research model.

After the data is declared to meet the criteria in the initial test, hypothesis testing is then carried out using path analysis to draw conclusions. There are several steps in hypothesis testing as follows: 1) Path Coefficient 1. Based on the results of data processing, the results obtained are sig. for the work discipline variable, it is 0.001 and work motivation is 0.000, where it can be concluded that work discipline and work motivation have a significant influence on education and training. The adjusted r square value obtained is 0.594, which means that the influence of work discipline and work motivation on education and training is 59.4%, while 40.6% is influenced by other variables besides research variables. To calculate the value of e1, you can find it using the formula  $\sqrt{1 - 0,594} = 0,637$ ; 2) Path Coefficient 2. Based on the results of data processing, the result was that the sig. for work discipline it is 0.000, the work motivation variable is 0.000 and for the education and training

variable it is 0.000 where work discipline has an influence on performance while work motivation and education and training have a significant effect on performance. The adjusted r square result obtained was 0.785, meaning that the influence of work discipline, work motivation, education and training on performance was 78.5%, while 21.5% was influenced by other variables besides the research variables. To calculate the value of  $e^2$ , you can find it using the formula  $(1 - 0,640) = 0,463$ . The results obtained in path coefficients 1 and 2 can be described as follows.



**Figure 2.** Research Design

In data processing, it was also obtained that the value of the direct influence of work discipline on performance was 0.297, while the value of the indirect influence of work discipline on performance through education and training was  $0.297 \times 0.365 = 0.11$ , so it can be concluded that the value of the indirect influence of product knowledge on performance is greater than the direct influence of work discipline on performance. This indirectly shows that product knowledge has a significant effect on performance through education and training. The direct influence value of work motivation on performance is 0.618, while the indirect influence value of brand image on purchase intention through education and training is  $0.618 \times 0.365 = 0.226$ , so it can be concluded that the indirect influence value of work motivation on performance is greater than the direct influence of motivation. work on performance. This indirectly shows that work motivation has a significant effect on performance through education and training. The results of data processing can be concluded in the table below.

**Table 8.** Hypothesis test

Hipotesis	Interpretasi
H1 : Work Discipline → Education and Training	Accepted
H2 : Work Motivation → Education and Training	Accepted
H3 : Education and Training → Performance	Accepted
H4 : Work Discipline and Work Motivation → Education and Training → Performance	Accepted

Source: Data processing (2023)

Management actions that encourage employees to fulfill the requirements of various provisions are discipline. Work discipline can be defined as an attitude of respect, appreciation, compliance and compliance with applicable regulations, both written and unwritten, and can be implemented and does not escape punishment if it violates the regulations and authority given to it. This is a kind of education designed to improve employee knowledge, attitudes and behavior so that employees voluntarily try to collaborate constructively with coworkers and improve their work performance (Y Rivaldo & Nabella, 2023). The research results show that work discipline influences education and training. This is in line with what has been proven by several studies such as (Ritter, Wehner, Lohaus, & Krämer, 2020) This means that the better work discipline in an office will automatically increase enthusiasm for participating in education and training for employees in that office, especially within the Salatiga City education office. Furthermore, in the future, it is hoped that employees will become more fully aware of the organizational goals to be achieved, with the realities that exist in the field in their daily operations. In reality, there needs to be stabilization and awareness for employees so that they have and realize good and consistent work discipline so that they can get the opportunity to take part in education and training to become competent and professional employees. (Pratama, 2020; Y Rivaldo & Nabella, 2023). Organizational institutions are programmed and continuously through systematic and dynamic coaching and understanding of the organization to develop organizational members responsibly based on a vision and mission that has been well developed and understood and needs to be improved gradually and measurably in order to have a professional attitude and motivation as one of the form of human resource development within the Salatiga City Education Office.

Work Motivation influences Education and Training. The research results show that work discipline influences education and training. This is in line with what has been proven by several studies such as (Ardi et al., 2020; Saether, 2019) with work motivation for employees will increase enthusiasm for participating in employee education and job training, especially within the Salatiga City education office. Employee work motivation is one of the employees' capital to increase enthusiasm in carrying out their daily tasks in order to

achieve the goals of an organization. However, what is happening is not in accordance with the actual reality, many employees have positive and negative responses to participating in education and training. the process of providing support and assistance to employees so that work motivation is maintained and guaranteed well and consistently, considering work motivation as an important pillar to save the organization in achieving a goal. Considering that motivation is a very important capital in building employee human resources within the Salatiga City Education Office, considering that there are 89 employees who handle, accompany, direct, guide, serve and monitor 9,564 teachers throughout Salatiga City, it is quite difficult considering the strength and quality to save the younger generation in the future through the students being handled today.

Training is an effort to improve the ability of employees to carry out the tasks they have been given so that employees are more skilled and able to carry out the responsibilities outlined by the organization. (Dewi, 2022). Training is intended to improve mastery of various skills and techniques for carrying out certain jobs, in detail and routinely, as well as training to prepare employees to carry out the job. Good job training and supporting employee skills and abilities in carrying out work activities will improve the quality of employee work (Hayati & Yulianto, 2021; Pujiarti et al., 2023; Yandra Rivaldo & Nabella, 2023). Every training attended by employees results in good performance from employees who take part in the training because employees gain skills, abilities and knowledge in accordance with their needs in carrying out their work. Indicators that can be used to measure training are training materials, training methods, training instructors and training personnel. Education and training influence employee performance within the Salatiga City Education Office. Employees with good education and training will have an impact on growing or improving the professional competence of the employees themselves, with good skills and competencies the performance of employees will be more effective and efficient. The research results show that work discipline influences education and training. This is in line with what has been proven by several studies such as (Berge, De Verneil, Berge, Davis, & Smith, 2002; Hasan, 2018) continuously improving professional skills and competence as well as obtaining new information related to the main duties and functions as an employee with the hope of always maintaining the quality of professional competence as an employee in serving the community. Building human resources through education and training is one form of maintaining the quality of employees in following the information and demands of advances in information technology that must be mastered by employees in improving community services. The research results show that work discipline influences education and training. This is in line with what has been proven by several studies (Sagung, Putu, Suyatna, B, & Dharmanegara, 2017; Wibowo, 2021). Education and training do not mediate work discipline on employee performance in the Salatiga City Education Office office environment. This means that when an office has good, healthy, stable, transparent, conducive and objective work discipline, employees will automatically carry out their duties and functions responsibly and consistently with their performance.

## Conclusions

Improved work discipline fosters enthusiasm for participating in education and training at the Salatiga City Education Office, increasing awareness of the organization's goals. Strong work discipline directly improves employee performance at the Salatiga City Education Office, fostering responsibility and achieving goals. Work motivation encourages participation in employee education and training, but the response varies between employees. Motivation can improve employee performance, although some employees may not respond in the same way. Education and training significantly improve employee performance, equipping them with professional competencies, skills and efficiency. Work motivation has a dominant influence on employee performance within the Salatiga City Education Office so that mediation through education and training is no longer needed.

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