

## THE ROLE OF WORK DISCIPLINE AS A MODERATING VARIABLE IN THE EFFECT OF TRAINING AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE AT THE REGIONAL DEVELOPMENT PLANNING AGENCY (BAPPEDA LITBANG)

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**How to cite:** Mayasari, Indri., Mikial, Mikial., Andriyani, Ima., Marzuki, Agustina. (2026). The Role Of Work Discipline As A Moderating Variable In The Effect Of Training And Job Placement On Employee Performance At The Regional Development Planning Agency (Bappeda Litbang). *Jurnal Ilmiah Akuntansi, Manajemen Dan Ekonomi Islam (JAM-EKIS)*, 9(1), 179-192. <https://doi.org/10.36085/jam-ekis.v9i1.9898>

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### INFORMASI ARTIKEL

#### Article History:

Accepted : 15 Dec 2025

Revised : 30 Dec 2025

Approved : 15 Jan 2026

#### Keywords:

Training, Job Placement, Work Discipline, Employee Performance

Pages: 179-192

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### ABSTRACT

*This study aims to examine the effect of training and job placement on employee performance with work discipline as a moderating variable at the Regional Development Planning, Research, and Development Agency of Banyuasin Regency. The research employs a quantitative approach using a census method, involving all 77 employees of Bappeda Litbang Banyuasin Regency as respondents. Research data were collected through Likert-scale questionnaires and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method with the assistance of SmartPLS version 3.0 software. The results indicate that training and job placement have a positive and significant effect on employee performance. Work discipline is also proven to have a positive and significant effect on employee performance. However, the moderation effect testing shows that work discipline does not moderate the relationship between training and employee performance, nor between job placement and employee performance. These findings suggest that improvements in employee performance are primarily influenced by the direct effects of training, job placement, and work discipline itself, without the role of work discipline as a moderating variable in the relationship among these variables.*

### INTRODUCTION

Human resources are a decisive factor in supporting organizational success,

particularly in achieving established goals and objectives. Employee performance is a key indicator in assessing the effectiveness of human resource management, both in terms of the quality and quantity of work produced. In public sector organizations, employee performance is not only oriented towards achieving internal organizational targets, but is also closely related to the quality of public services and the successful implementation of regional development programs. At the Banyuasin Regency Regional Development Planning, Research and Development Agency, the performance of the apparatus plays a strategic role in supporting the process of planning, controlling, and evaluating regional development. However, based on the results of the performance evaluation, the achievement of Key Performance Indicators (KPIs) has not fully met the predetermined targets. This condition indicates that there are still problems in human resource management, particularly those related to the effectiveness of training, the accuracy of job placement, and the implementation of employee work discipline.

Training is an important tool in human resource development that aims to improve employees' knowledge, skills, and abilities in carrying out their duties and responsibilities. Training that is designed systematically and continuously is expected to improve the professionalism and work effectiveness of employees. In addition, job placements that match the competencies, educational background, and work experience of employees will encourage the optimal utilization of individual potential, thereby contributing to improved organizational performance. However, the effectiveness of training and job placement in improving employee performance is not always uniform, as it can be influenced by the conditions and characteristics of the individual employees themselves.

Work discipline reflects the level of employee compliance with organizational regulations, punctuality, and responsibility in carrying out tasks. A good level of work discipline will create consistency in work behavior and employee commitment to achieving organizational goals. In this context, work discipline is seen as having an important role as a moderating variable that has the potential to strengthen or weaken the influence of training and job placement on employee performance. This means that the success of training and job placement in improving employee performance is thought to depend on the level of work discipline possessed by employees.

This study was conducted to empirically analyze the effect of training and job placement on employee performance with work discipline as a moderating variable at the Regional Development Planning, Research and Development Agency of Banyuasin Regency. The results of this study are expected to contribute theoretically to the development of human resource management studies, particularly regarding the role of moderating variables, as well as to contribute practically to local governments in formulating more effective and sustainable employee management policies.

## LITERATURE REVIEW

### **The Effect of Training on Employee Performance**

Training is a series of activities that are designed systematically and continuously to improve the knowledge, skills, and abilities of employees in carrying out their duties and responsibilities optimally (Armstrong & Taylor, 2020). Effective training not only improves technical competence but also helps employees better understand work procedures, operational standards, and organizational performance requirements (Sedarmayanti, 2020).

Robbins and Judge (2022) state that employees who receive adequate training tend to have higher performance levels because they are able to work more efficiently and effectively. Empirical findings presented by Wahyudi (2023) show that training has a positive and significant effect on employee performance. These research results are reinforced by Kadri, Madjir, and Andriyani (2024), who conclude that training contributes significantly to improving employee performance.

H1: Training has a positive and significant effect on employee performance.

### **The Effect of Job Placement on Employee Performance**

Job placement is the process of assigning employees to specific positions based on their competencies, expertise, and abilities (Sutrisno, 2020). Proper placement will enable employees to work according to their capacities and areas of expertise, thereby optimizing their individual potential to achieve maximum work results (Hasibuan, 2021). A mismatch between employees and the work they perform can reduce work motivation and have a negative impact on performance (Mulyadi, 2021). Conversely, appropriate job placement can increase job satisfaction, task effectiveness, and overall organizational performance. This is supported by the results of research by Assa, Rosara, Nursanti, and Fitri (2020) as well as Pancasasti, Putra, Nursisah, and Pusvitasisari (2022), which prove that job placement has a positive and significant effect on employee performance.

H2: Job placement has a positive and significant effect on employee performance.

### **The Effect of Work Discipline on Employee Performance**

Work discipline is an attitude and behavior of employees that reflects their awareness and willingness to comply with organizational regulations and established work standards (Hasibuan, 2021). Good discipline is reflected in punctuality, compliance with rules, and responsibility in completing tasks, which ultimately has an impact on increasing work productivity (Sedarmayanti, 2020). Employees with a high level of work discipline tend to show consistency and commitment in their work, thereby being able to make a positive contribution to the achievement of organizational performance. The results of research by Widyakto, Nurrohmah, Triyani, and Prapti (2023) show that work discipline has a positive and significant effect on employee performance. These findings are in line with research by Mikial, Sakarina, Indah, and Sari (2025), which states that work discipline plays an important role in improving employee performance.

H3: Work discipline has a positive and significant effect on employee performance.

### **The Role of Work Discipline in Moderating the Effect of Training on Employee Performance**

Training provided to employees is expected to improve performance by increasing competence and understanding of the job. However, the effectiveness of training in improving employee performance is not always uniform, as it can be influenced by employee work behavior characteristics, one of which is work discipline. According to Robbins and Judge (2022), individual work behavior, including the level of discipline, can influence how the knowledge and skills gained from training are applied in the workplace. Employees with a high level of work discipline are expected to be better able to utilize the results of training optimally compared to employees with low work discipline. Thus, work discipline is

positioned as a moderating variable that has the potential to strengthen or weaken the influence of training on employee performance.

H4: Work discipline moderates the effect of training on employee performance.

### **The Role of Work Discipline in Moderating the Influence of Job Placement on Employee Performance**

Job placement that matches the competencies and abilities of employees is expected to improve work effectiveness and results. However, the success of job placement in encouraging performance improvement can also be influenced by the level of employee work discipline. Employees with high work discipline tend to carry out their duties in accordance with the provisions and responsibilities attached to their positions (Hasibuan, 2021). From an organizational behavior perspective, work discipline can influence the consistency and sincerity of employees in carrying out the work that has been determined through the job placement process (Robbins & Judge, 2022). Therefore, work discipline is seen as a moderating variable that can strengthen or weaken the influence of job placement on employee performance.

H5: Work discipline moderates the influence of job placement on employee performance.

#### *Research Gap*

Previous research findings on the influence of training, job placement, and work discipline on employee performance show results that are not entirely consistent. A number of studies have proven a positive and significant influence, while other studies report insignificant results. In addition, studies that specifically place work discipline as a moderating variable in the relationship between training and job placement on employee performance are still relatively limited, especially in the context of government organizations. This condition indicates a research gap that needs to be further explored to understand the extent to which work discipline plays a role in strengthening or weakening the influence of training and job placement on employee performance. By testing work discipline as a moderating variable, this study is expected to provide a deeper understanding of the dynamics of the relationship between variables and make a more comprehensive contribution to the development of human resource management policies in the public sector, particularly in efforts to improve the performance of local government officials.

## **RESEARCH METHOD**

### **Research Type and Approach**

This study uses a quantitative approach with a causal associative research design that aims to examine the causal relationship between training and job placement as independent variables on employee performance as a dependent variable, with work discipline as a moderating variable. The quantitative approach was chosen because it allows for objective and systematic hypothesis testing through statistical analysis to explain the direct effect and moderating role of work discipline in the relationship between the research variables (Sugiyono, 2021). This study was conducted at the Regional Development Planning Agency, Research and Development (Bappeda Litbang) of Banyuasin Regency, South Sumatra Province. The research population included all 77 employees of Bappeda Litbang. Due to

the limited population size, this study applied a census technique, in which all members of the population were included as research respondents. The data used in this study consists of: Primary data, obtained directly from respondents through the distribution of questionnaires. Secondary data, obtained from internal documents of the Banyuasin Regency Development Planning Agency (Bappeda Litbang), scientific literature, and relevant journals.

Data collection was conducted using a structured questionnaire, which was compiled based on indicators from each research variable and measured using a five-point Likert scale (1–5), ranging from “strongly disagree” to “strongly agree”.

### **Operational Definitions and Variable Indicators**

This study uses four main variables, namely: Training ( $X_1$ ): the process of improving the abilities, skills, and knowledge of employees to support the performance of their duties (Hasibuan, 2021). With indicators: training needs, training materials, training methods, instructors, and evaluation of training results (Sedarmayanti, 2020). Job Placement ( $X_2$ ): the assignment of employees to positions according to their competencies and expertise (Sutrisno, 2020). With indicators: suitability of abilities to the position, work experience, interest in the job, responsibility, and clarity of tasks (Rivai & Sagala, 2021). Work Discipline (Z): employee awareness and willingness to obey organizational rules and norms (Hasibuan, 2021). With indicators: punctuality, compliance with rules, responsibility, and work ethics (Sedarmayanti, 2020). Employee Performance (Y): the work results achieved by employees in carrying out their duties in accordance with their responsibilities (Mangkunegara, 2017). With indicators: work quality, work quantity, punctuality, effectiveness, and responsibility (Robbins & Judge, 2022).

### **Data Analysis Techniques**

Data analysis in this study was conducted using the Structural Equation Modeling–Partial Least Square (SEM–PLS) method with the help of SmartPLS software version 3.2.9. This method was used to test the structural relationship between training and job placement on employee performance with work discipline as an intervening variable, including testing the direct and indirect (mediating) effects between latent variables. The stages of analysis include: Uji Outer Model, Average Variance Extracted  $> 0,50$ , Validitas diskriminan cross loading dan Fornell–Larcker Criterion, Reliabilitas konstruk Composite Reliability  $> 0,70$ . Uji Inner Model testing the relationship between variables through path coefficients. Measuring the magnitude of the influence between variables by looking at t-statistic values  $> 1.96$  and p-values  $< 0.05$ . Calculating moderating using bootstrapping. Coefficient of Determination Test ( $R^2$ ) Shows how much the independent variable explains the dependent variable. Goodness of Fit Test (GoF) Measures the overall fit of the model to the research data

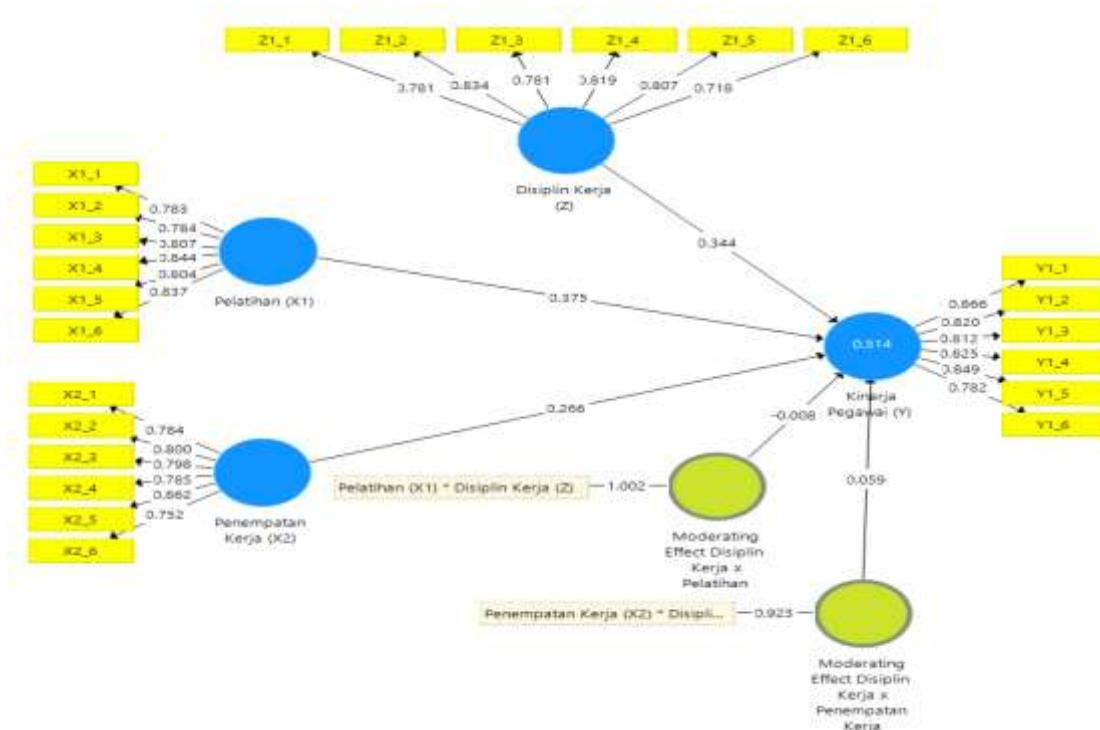
## **RESEARCH RESULTS AND DISCUSSION**

### **Outer Model Analysis Results**

Outer model analysis was conducted to assess the extent to which the indicators used were able to accurately and consistently represent the constructs in each research variable.

Convergent validity testing was conducted by considering the factor loading and Average Variance Extracted (AVE) values to ensure that each indicator contributed adequately to the construct being measured. Meanwhile, construct reliability was evaluated using the Composite Reliability (CR) value to ensure internal consistency among indicators within a construct.

**Pict 1. Construct**



Sumber: Hasil Pengolahan Data SEM-PLS 3.2.9 (2025)

**Tabel 1**  
**Outer Loading**

NO	DISIPLIN KERJA (Z)	KINERJA PEGAWAI (Y)	PELATIHAN (X1)	PENEMPATAN KERJA (X2)	KETERANGAN
1	0.781	0.866	0.783	0.784	VALID
2	0.834	0.820	0.784	0.800	VALID
3	0.781	0.812	0.807	0.798	VALID
4	0.819	0.825	0.844	0.785	VALID
5	0.807	0.849	0.804	0.862	VALID
6	0.718	0.782	0.837	0.752	VALID

Sumber: Data primer diolah (2025)

Based on the loading factor values presented in Table 1, all indicators that form the constructs of training, job placement, work discipline, and employee performance show

values above 0.70. These results indicate that each indicator has a good level of representativeness of the construct being measured. In accordance with the convergent validity criteria proposed by Ghazali (2021), indicators with a loading factor value  $\geq 0.70$  are considered to meet the validity requirements. Therefore, it can be concluded that all constructs in this study have met the validity criteria set, so that the indicators used are suitable for continuation to the next stage of analysis in testing the relationship between the research variables..

## Pict 2. Construct Reliability dan Validity

Construct Reliability and Validity					Copy to Clipboard	Excel Format	R Format
Matrix	Cronbach's Alpha	$\rho_{\alpha A}$	Composite Reliability	Average Variance Extracted (AVE)			
Disiplin Kerja (Z)	<b>0.880</b>	<b>0.883</b>	<b>0.909</b>	<b>0.625</b>			
Kinerja Pegawai (Y)	<b>0.907</b>	<b>0.911</b>	<b>0.928</b>	<b>0.682</b>			
Moderating Effect Disiplin Kerja x Pelatihan	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>			
Moderating Effect Disiplin Kerja x Penempatan Kerja	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>			
Pelatihan (X1)	<b>0.896</b>	<b>0.892</b>	<b>0.920</b>	<b>0.656</b>			
Penempatan Kerja (X2)	<b>0.885</b>	<b>0.892</b>	<b>0.913</b>	<b>0.636</b>			

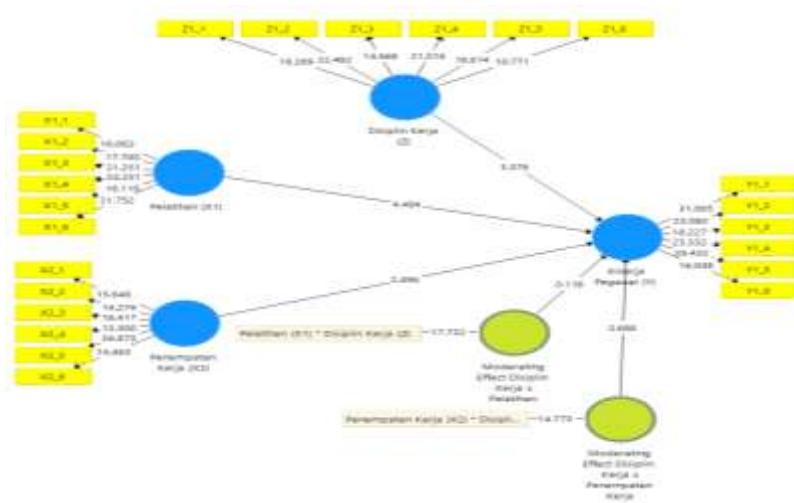
Sumber: Hasil Pengolahan Data SEM-PLS .3.2.9 (2025)

Based on the results of construct reliability and validity testing shown in Figure 2, all research constructs showed Cronbach's Alpha values exceeding the minimum limit of 0.70, Average Variance Extracted (AVE) values above 0.50, and Composite Reliability (CR) values greater than 0.70. These results indicate that each construct has a good level of internal consistency and is able to adequately explain the variance of the indicators. With the fulfillment of the criteria for convergent validity and reliability, it can be concluded that the measurement instruments used in this study are of good quality and suitable for use in the next stage of analysis. This is in line with Ghazali's (2021) opinion, which states that meeting these threshold values indicates that the indicators are able to represent the constructs accurately and reliably, so that the research results can be interpreted appropriately.

### Inner Model Analysis Results

Inner model analysis is used to assess the strength and direction of relationships between latent variables in a structural model. Testing is performed using the bootstrapping method, which aims to obtain t-statistic and p-value values as a basis for decision making regarding the significance of relationships between variables. The results of the bootstrapping test execution on the research model can be seen in the following figure:

### Pict 3 Evaluating Research Bootstrapping



Sumber: Hasil Pengolahan Data SmartPLS (2025)

#### Total Effects

Total effect testing is conducted to determine the overall effect received by a construct as a result of its relationship with other constructs. The total effect calculation results are presented in matrix form in the following table.

### Pict 4 Total Effect

Total Effects		Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	Copy to Clipboard	Excel Format	R Format
					Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( M/STDEV )
Disiplin Kerja (Z) -> Kinerja Pegawai (Y)					0.344	0.346	0.102	3.376
								P Values
								0.001
Moderating Effect Disiplin Kerja x Pelatihan -> Kinerja Pegawai (Y)					-0.008	-0.009	0.065	0.118
								0.906
Moderating Effect Disiplin Kerja x Penempatan Kerja -> Kinerja Pegawai (Y)					0.059	0.063	0.084	0.698
								0.485
Pelatihan (X1) -> Kinerja Pegawai (Y)					0.375	0.382	0.083	4.494
								0.000
Penempatan Kerja (X2) -> Kinerja Pegawai (Y)					0.266	0.273	0.107	2.496
								0.013

Sumber: Hasil Pengolahan Data SmartPLS (2025)

Based on the analysis table for the total effect with a significance of 0.05 and T- 1.96, it can be concluded that all T-statistics from the test of the relationship between variables are as follows: Training (X<sub>1</sub>) on employee performance (Y) shows a T-statistic value of 4.494 > 1.96 with a P-Value of 0.000 < 0.05. This result indicates that training has a positive and significant effect on employee performance. Thus, hypothesis H1 is accepted. Job placement (X<sub>2</sub>) on employee performance (Y) has a T-statistic value of 2.496 > 1.96 with a P-Value of 0.013 < 0.05. This finding shows that job placement has a positive and significant effect on employee performance. Therefore, hypothesis H2 is accepted. Work discipline (Z) on employee performance (Y) shows a T-statistic value of 3.376 > 1.96 with a P-Value of 0.001 < 0.05. These results indicate that work discipline has a positive and significant effect on employee performance. Thus, hypothesis H3 is accepted. The moderating role of work discipline in the relationship between training and employee performance has a T-statistic value of 0.118 < 1.96 with a P-Value of 0.906 > 0.05. This result shows that work discipline

is not able to moderate the effect of training on employee performance. Therefore, hypothesis H4 is rejected. The moderating role of work discipline in the relationship between job placement and employee performance shows a T-statistic value of  $0.698 < 1.96$  with a P-Value of  $0.485 > 0.05$ . This finding confirms that work discipline does not act as a moderating variable in the relationship between job placement and employee performance. Thus, hypothesis H5 is rejected.

## DISCUSSION

### **The Effect of Training on Employee Performance**

The results of the analysis show that training has a positive and significant effect on employee performance. This is indicated by a T-statistic value of 4.494, which is greater than the critical value of 1.96, and a P-Value of 0.000, which is less than 0.05. This finding indicates that training plays an important role in improving the performance of employees at the Banyuasin Regency Bappeda Litbang. Training that is organized in a planned and sustainable manner can improve employees' knowledge, skills, and understanding of their duties and responsibilities, thereby increasing their effectiveness and quality of work. Thus, the better the quality of training provided, the higher the level of employee performance. The results of this study are in line with the opinion of Armstrong and Taylor (2020), who stated that training can improve employees' ability to adapt to job demands. These findings also support the results of studies by Wahyudi (2023) and Kadri, Madjir, and Andriyani (2024), which concluded that training has a positive and significant effect on employee performance.

### **The Effect of Job Placement on Employee Performance**

Based on the test results, job placement has a positive and significant effect on employee performance. This is evidenced by a T-statistic value of 2.496, which is greater than 1.96, and a P-Value of 0.013, which is less than 0.05. These results indicate that accurate job placement has a real contribution in improving the performance of Bappeda Litbang Banyuasin Regency employees. Employees who are placed according to their qualifications, abilities, and areas of expertise tend to be able to carry out their duties more effectively, reduce work errors, and increase responsibility in completing work. Therefore, proper job placement is an important factor in supporting the achievement of optimal performance. This finding is in line with Sutrisno's (2020) theory, which states that employee placement based on competence can increase work effectiveness. The results of this study are also reinforced by the research of Assa, Rosara, Nursanti, and Fitri (2020) as well as Pancasasti, Putra, Nursisah, and Pusvitasisari (2022), which states that job placement has a positive and significant effect on employee performance.

### **The Effect of Work Discipline on Employee Performance**

The results of the analysis show that work discipline has a positive and significant effect on employee performance. This is indicated by a T-statistic value of 3.376, which exceeds the critical value of 1.96, and a P-value of 0.001, which is less than 0.05. These findings indicate that work discipline is an important factor in improving the performance of employees at the Banyuasin Regency Research and Development Agency. Employees with a high level of work discipline tend to show compliance with regulations, punctuality, consistency in work,

and greater responsibility in carrying out tasks. These conditions directly impact the improvement in the quality and quantity of work achieved.

The results of this study support the opinions of Sedarmayanti (2020) and Robbins and Judge (2022), who emphasize that work discipline is a fundamental element in achieving optimal performance. Furthermore, these findings are in line with the research by Widyakto, Nurrohmah, Triyani, and Prapti (2023) as well as Mikial, Sakarina, Indah, and Sari (2025), which states that work discipline has a significant effect on employee performance.

### **The Role of Work Discipline in Moderating the Effect of Training on Employee Performance**

The results of the moderation effect test show that work discipline is unable to moderate the effect of training on employee performance. This is indicated by a T-statistic value of 0.118, which is less than 1.96, and a P-value of 0.906, which is greater than 0.05. Thus, work discipline does not act as a moderating variable in the relationship between training and employee performance. This finding indicates that the effect of training on employee performance is direct, without being influenced by the level of employee work discipline. This means that performance improvement as a result of training can occur regardless of the level of work discipline. Although work discipline has a direct effect on performance, this variable does not strengthen or weaken the effect of training on employee performance.

### **The Role of Work Discipline in Moderating the Effect of Job Placement on Employee Performance**

Based on the analysis results, work discipline was also not proven to moderate the effect of job placement on employee performance. This is indicated by a T-statistic value of 0.698, which is less than 1.96, and a P-value of 0.485, which is greater than 0.05. Thus, work discipline does not act as a moderating variable in the relationship between job placement and employee performance. These results indicate that the effect of job placement on employee performance occurs directly, without being influenced by the level of work discipline. Appropriate job placement is still able to improve employee performance, but this effect is neither strengthened nor weakened by the level of employee work discipline.

### **Interpretation of Results**

In general, the results of this study indicate that the research model developed is able to adequately explain the relationship between variables. Training and job placement have been proven to have a positive and significant direct effect on employee performance. In addition, work discipline also has a positive and significant effect on employee performance. However, work discipline has not been proven to act as a moderating variable that strengthens or weakens the effect of training and job placement on employee performance. These findings confirm that improvements in employee performance at the Banyuasin Regency Research and Development Agency are more influenced by the effectiveness of training, the accuracy of job placement, and the implementation of work discipline as factors that have a direct impact. Therefore, human resource management policies need to focus on improving the quality of training, matching employee placement with competencies, and consistently fostering work discipline in order to encourage optimal employee performance.

## CONCLUSION

The conclusions of this study are as follows: Training has a positive and significant effect on employee performance, indicating that the more effective the training provided, the higher the performance of Banyuasin Regency Bappeda Litbang employees. Job placement has a positive and significant effect on employee performance, which means that placing employees in positions that match their competencies and qualifications will encourage an increase in the performance of Banyuasin Regency Bappeda Litbang employees. Work discipline has a positive and significant effect on employee performance, which indicates that the higher the level of work discipline possessed by employees, the better the performance shown by Banyuasin Regency Bappeda Litbang employees. Work discipline is unable to moderate the effect of training on employee performance, which shows that the effect of training on performance is direct and is not influenced by the level of employee work discipline. Work discipline is unable to moderate the effect of job placement on employee performance, which means that the effect of job placement on employee performance also occurs directly without the role of work discipline as a moderating variable.

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