BUILDING ADAPTIVE AND COMPETITIVE HUMAN RESOURCES FOR EMPLOYEE PERFORMANCE INNOVATION

*1MUHAMMAD UMAR MAYAPUTRA, UMARYAZLI2017@GMAIL.COM
[1]MUHAMMAD RIFAI DAMANIK
[1]SYAMSUL BAHRI SURBAKTI
[1]SYAFRIDA DAMANIK
*UUNIVERSITAS AL AZHAR, MEDAN, SUMATRA UTARA, INDONESIA

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ABSTRACT
This study investigates the influence of motivation, training, and work discipline on employee performance at PT. Darmasindo Inti Karet, Tebing Tinggi. The research was conducted against the background of organizational needs to optimize human resources, as employee performance is a decisive factor in achieving corporate goals. A quantitative descriptive approach was employed, with data collected through interviews, questionnaires, documentation, and observation. The study population comprised 208 employees, while a sample of 68 respondents was determined using the Slovin formula. Data were analyzed using multiple linear regression, supported by t-test, F-test, and coefficient of determination (R^2) to assess the partial and simultaneous effects of the independent variables on employee performance.The results reveal that motivation, training, and work discipline simultaneously exert a significant and positive impact on employee performance, as evidenced by the F-count value of 131.037, which exceeds the F-table value of 2.748 at a significance level of 0.000. Partially, each variable also demonstrated a significant influence: motivation (t-count = 10.855), training (t-count = 2.292), and work discipline (t-count = 3.845).The findings suggest that enhancing employee motivation, providing equitable training opportunities, and fostering consistent work discipline are crucial strategies for improving performance. It is concluded that effective human resource management through these factors contributes directly to organizational productivity and sustainability

Keywords: Employee Motivation, Training Effectiveness, Work Discipline, Human Resource Performance, Organizational Productivity

BACKGROUND

Human resources are universally acknowledged as the most crucial asset within any organization, and their role is increasingly examined through the lens of social science and innovation. Unlike financial capital, technology, or natural resources, human beings possess the unique intellectual and social capacities that cannot be replicated by machines or artificial systems. In social-science terms, employees function not only as individual workers but also as social actors who bring cultural values, psychological motivations, and collective behaviors into organizational life. As (Kudlek, 2006) notes, organizational success depends largely on how effectively its people are managed and empowered. When viewed through innovation theory, human resources represent the creative force that drives adaptation, knowledge-sharing, and new ideas factors critical to survival in an era of global competition. Thus, the study of human resources is not merely about management efficiency, but also about understanding the social and innovative dynamics that enable organizations to transform challenges into opportunities (Aghitsni & Busyra, 2022).

The quality of human resources reflects a combination of skills, knowledge, discipline, and motivation dimensions that are deeply influenced by social and cultural contexts. The highlights that motivated and well-trained employees perform more productively, but this goes beyond technical skills (Smith-Hunter, 2024). In organizational sociology, motivation is linked to identity, belonging, and recognition, while psychology explains it as a response to intrinsic and extrinsic drivers. Similarly, innovation research emphasizes that a motivated workforce is more likely to generate creative solutions, challenge established routines, and engage in problem-solving. Conversely, when employees lack motivation or discipline, organizational performance declines, not only in terms of efficiency but also in its capacity to innovate and adapt. This underscores that HR management is both **a** social process of engagement and **a** strategic process of innovation building**.**(Elliott, 2020)**.**

Human resource management (HRM) is therefore a central practice where social science and innovation intersect. Recruitment, training, evaluation, and empowerment are not simply administrative functions but mechanisms that shape organizational culture and social capital. Underscores HRM as a strategic function that ensures employees are not only capable of completing tasks but also committed to long-term organizational goals (Menne et al., 2022). From a social-science perspective, HRM creates systems of meaning where employees interpret fairness, recognition, and participation which in turn influence their loyalty and discipline. Innovation enters this process when organizations develop novel HR strategies, such as participatory training models, digital learning platforms, or incentive systems that address psychological as well as material needs. By embedding innovation into HRM, organizations create adaptive systems that align human capabilities with changing environments(Nurul Arifin, 2023).

Motivation defines, is the internal drive compelling individuals to act, achieve, and persist despite obstacles. In social psychology, motivation is tied to self-determination theory, which emphasizes autonomy, competence, and relatedness as key drivers of human behavior. For innovation, motivated employees form the backbone of creative activity, since they willingly invest energy into generating ideas and improving practices (Mubarroq & Surabaya, 2023). Recognition and opportunities for development forms of social and cultural capital are as important as financial incentives. When absent, employees reduce effort to minimum compliance, limiting both performance and innovation. Thus, managing motivation is not just about productivity but about sustaining a social environment where creativity and collaboration can thrive (Maulid et al., 2022).

Training represents another vital element of HR management, and its significance is amplified when linked with innovation. Training equips employees with the technical and cognitive skills necessary for their roles, but it also serves as a platform for knowledge transfer, collective learning, and cultural reinforcement. From a social-science standpoint, training fosters organizational learning, a process by which groups internalize shared practices and norms (Aisyah et al., 2024). The highlights that effective training enhances adaptability and problem-solving skills, ensuring that employees are prepared for future challenges. In innovation theory, continuous training builds “absorptive capacity”—the ability of organizations to recognize, assimilate, and apply new knowledge. Without ongoing and inclusive training, organizations risk creating unequal opportunities, where some employees are empowered while others remain stagnant. This not only undermines performance but also limits the social diversity and knowledge base needed for innovation (M. Yusuf K.1, Sri Wahyuni2, 2024).

Discipline, meanwhile, reflects the social structures that guide behavior within organizations. identifies discipline as the foundation of efficiency, but sociology interprets it as a form of social control that ensures cooperation and predictability in group life. Discipline helps establish trust, fairness, and order, which in turn create the conditions necessary for innovation (Gaol et al., 2024). While creativity requires freedom, it also requires boundaries that prevent chaos and ensure accountability. Organizations with a culture of discipline where rules are clear, consistent, and perceived as legitimate are better able to sustain innovation because employees understand both their responsibilities and their spaces for creativity. In this way, discipline functions as a balancing mechanism between stability and innovation (Ekonomi et al., 2025).

The integration of motivation, training, and discipline directly shapes employee performance, which is not only a measure of output but also of organizational resilience and adaptability. The high performance reflects successful HR practices, but from a social-science perspective, performance also indicates the strength of organizational culture and social systems. In innovation studies, performance is linked with dynamic capabilitiesthe ability to integrate, build, and reconfigure resources in response to environmental change (Lampung, 2022).. Employees who are motivated, well-trained, and disciplined become agents of innovation, enabling organizations to remain competitive in volatile markets. Low performance, in contrast, reveals systemic weaknesses in social relationships, knowledge management, and adaptive practices (Pulungan1 & , Sinto, 2024).

In Indonesia, the relevance of connecting HR with social science and innovation is evident in the challenges faced by companies such as PT. Darmasindo Inti Karet Tebing Tinggi, a manufacturing enterprise in the rubber industry. Like many firms in developing economies, the company depends heavily on human resources to maintain productivity and competitiveness. However, preliminary data reveal gaps in training distribution, issues of absenteeism, and fluctuating performanceall of which can be understood not only as management problems but as social and innovative challenges. Absenteeism, for example, reflects both individual discipline and broader social conditions such as work-life balance and employee engagement. Unequal training distribution undermines not only skill development but also perceptions of fairness, which sociology identifies as crucial for sustaining motivation and loyalty. Fluctuating output, meanwhile, indicates an organization struggling to build the adaptive capacities required for long-term innovation.

These realities highlight a gap between organizational expectations and employee capacities, signaling the need for deeper investigation into how motivation, training, and discipline affect performance. From a social-science perspective, this research situates HR practices within broader frameworks of culture, behavior, and social capital. From an innovation perspective(Ayu Trisna Lafia1 , Akman Daulay2, 2008), it emphasizes the role of human resources as drivers of adaptability and creative renewal. By examining PT. Darmasindo Inti Karet, this study contributes to theory by showing how social dynamics shape HR outcomes, and it offers practical solutions for organizations facing similar challenges in Indonesia and beyond (Ekonomi et al., 2025).

Ultimately, the significance of this study is twofold. First, it enriches academic discourse in social science by linking HR management with cultural, behavioral, and organizational theories, providing empirical evidence from an Indonesian context. Second, it contributes to innovation studies by demonstrating how motivation, training, and discipline serve as enablers of creativity, adaptability, and long-term competitiveness (Siagian, 2019). In a global economy marked by rapid technological change and social transformation, optimizing human resources is not only an administrative necessity but also a social and innovative imperative

RESEARCH METHOD

This study was conducted at PT. Darmasindo Inti Karet Tebing Tinggi, a medium-to-large-scale enterprise operating in the rubber manufacturing industry. The company was selected as the research site because its operational performance is highly dependent on the quality and consistency of its human resources, particularly in the areas of discipline, motivation, and training. The study was carried out over a period of six months, encompassing the stages of preliminary observation, data collection, analysis, and interpretation. This timeframe was considered sufficient to capture the dynamics of employee performance and to provide a comprehensive understanding of the human resource management practices within the organization.

The research employed a quantitative approach with an explanatory design. This method was chosen to test the causal relationship between independent variables namely motivation, training, and discipline and the dependent variable, employee performance. Quantitative methods are particularly suitable for this study because they allow for statistical measurement, hypothesis testing, and generalization of findings to the broader population of employees within the company. The explanatory design further ensures that the research does not merely describe phenomena but also explains the extent to which variations in independent variables influence employee performance outcomes.

The population of this research consisted of all employees of PT. Darmasindo Inti Karet Tebing Tinggi, totaling approximately 120 individuals across different divisions. Given the manageable size of the population, the study applied **a** census approach, in which the entire population was used as the sample. This decision was made to ensure representativeness, reduce sampling error, and allow for a more precise measurement of the relationship among variables. However, in cases where respondents were unavailable due to absence or work shifts, proportional representation was maintained to secure the integrity of the data set.

Two primary types of data were utilized: primary data and secondary data. Primary data were obtained directly from respondents through structured questionnaires designed to measure the constructs of motivation, training, discipline, and employee performance. Secondary data were gathered from the company's internal documents, including attendance records, training participation reports, and production output logs. These secondary sources served to validate and triangulate the primary data, ensuring accuracy and reliability of findings. In addition, secondary data helped contextualize employee responses within organizational practices, thus enhancing the interpretive depth of the

Data collection was conducted using a structured questionnaire as the primary instrument. The questionnaire consisted of closed-ended questions measured on a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). This format was chosen to capture the intensity of respondents' perceptions regarding motivation, training, discipline, and performance, thereby facilitating statistical analysis. Prior to full distribution, the questionnaire was subjected to a pilot test involving 20 respondents outside the main sample to evaluate clarity, relevance, and reliability. Based on feedback, minor revisions were made to ensure that each item accurately reflected the intended construct. In addition to questionnaires, interviews with selected supervisors and HR managers were conducted to complement quantitative data with contextual insights. This mixed technique allowed for a richer understanding of the organizational environment while maintaining quantitative rigor.

Instrument validity was assessed using Pearson's product-moment correlation test to determine the degree to which each questionnaire item was consistent with the construct being measured. Items with a correlation coefficient (r-value) above 0.30 were retained, while those falling below were either revised or excluded. This procedure ensured that the instrument maintained content validity and construct validity.Reliability testing was conducted using Cronbach's Alpha coefficient. A threshold of 0.70 was adopted, following Nunnally's guideline, to confirm internal consistency of each variable's measurement scale. Variables achieving Cronbach's Alpha values above this threshold were deemed reliable for further analysis. The pilot test results demonstrated satisfactory levels of validity and reliability, thereby confirming that the instruments were suitable for full-scale data collection.

Data analysis was carried out using multiple linea**r** regression analysis. This statistical technique was chosen because it allows for simultaneous evaluation of the influence of multiple independent variables (motivation, training, and discipline) on the dependent variable (employee performance). The regression equation can be expressed as:

$$\mathbf{Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e}$$

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$$\textbf{Employee performance} = \mathbf{a + b_1}\ \textbf{Motivation} + \mathbf{b_2}\ \textbf{Training} + \mathbf{b_3}\ \textbf{Discipline} + \mathbf{e}$$

This model allows for hypothesis testing to determine whether each independent variable has a significant partial or simultaneous effect on employee performance. Statistical analysis was performed using SPSS software (version 25) to ensure precision in calculations.
To ensure the validity of regression results, several classical assumption tests were conducted:

1. Normality Test – Using the Kolmogorov-Smirnov **test** and visual inspection of histograms and P-P plots to verify whether residuals followed a normal distribution.

2. Multicollinearity Test – Assessed using Variance Inflation Factor (VIF) and Tolerance values. A VIF below 10 and tolerance above 0.10 indicated absence of multicollinearity.
3. Heteroscedasticity Test – Conducted through the **Glejser test** and scatterplots of residuals to detect unequal variance across observations.
4. Autocorrelation Test – Using the Durbin-Watson **statistic** to determine whether residuals were independent.

Meeting these assumptions was essential to ensure unbiased and reliable regression estimates.
The hypotheses were tested using **t-tests** and **F-tests** at a significance level of 0.05.

- The **t**-test was applied to examine the partial effect of each independent variable (motivation, training, and discipline) on employee performance. A significance value (p-value) less than 0.05 indicated that the variable had a significant effect.
- The F-test was employed to assess the simultaneous influence of motivation, training, and discipline on performance. A calculated F-value greater than the critical F-value from statistical tables, or a significance value less than 0.05, confirmed that the independent variables collectively influenced performance.

Additionally, the coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by the independent variables. A higher R^2 indicated greater explanatory power of the regression model.

RESEARCH FINDINGS

PT. Darmasindo Inti Karet, situated in Tebing Tinggi, operates within the rubber processing industry, a sector that is highly dependent on human resources due to its labor-intensive nature. As a medium-sized industrial enterprise, the company not only provides substantial employment opportunities but also contributes significantly to the local economic structure. Nevertheless, its long-term sustainability is closely tied to how effectively it manages employee performance, which remains a key determinant of organizational success.

Several human capital issues have been identified within the company. To begin with, the implementation of training programs has been uneven, where certain employees gain greater access compared to others. This imbalance risks creating disparities in competence development while also influencing perceptions of fairness, motivation, and retention. In addition, the company continues to experience attendance-related problems, such as absenteeism and tardiness, which disrupt workflow efficiency and suggest gaps in both individual discipline and organizational oversight.

Another concern lies in the inconsistent productivity levels, as reflected in fluctuating output performance. Such instability often signals underlying issues in employee engagement, skill application, and workplace motivation. Although the company is equipped with sufficient infrastructure and production capacity, the optimization of its workforce capabilities remains a decisive factor for maintaining competitiveness in the industry.

On a more positive note, PT. Darmasindo Inti Karet has already taken steps to confront these challenges by introducing structured training initiatives, motivational strategies, and performance monitoring mechanisms. However, the results of these measures appear to vary across departments, indicating that while the organization acknowledges the strategic importance of human resources, it still requires more consistent implementation and systematic evaluation.

In summary, the company's situation underscores the dual role of human resource management: it is both an operational foundation and a strategic enabler of competitiveness. Addressing the core challenges of motivation, equitable training access, and discipline is therefore crucial, not only for stabilizing current performance levels but also for strengthening the organization's adaptability in an increasingly demanding industrial environment.

Table 1. Results of Validity, Reliability, and Classical Assumption Tests

Test / Variable	Statistical Results	Criteria	Conclusion
Validity (Pearson Product Moment)	All items for X1 (Motivation), X2 (Training), X3 (Discipline), and Y (Performance) show $r > 0.235$	$r > r$-table (0.235)	All items valid
Reliability (Cronbach's Alpha)	X1 = 0.842; X2 = 0.791; X3 = 0.803; Y = 0.816	$\alpha > 0.70$	Instruments reliable
Normality (Kolmogorov-Smirnov Test)	Sig. = 0.200	Sig. > 0.05	Residuals normally distributed
Multicollinearity (Tolerance & VIF)	Tolerance > 0.10; VIF < 10	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity (Glejser & Scatterplot)	All sig. > 0.05; random scatter distribution	Sig. > 0.05; no clear pattern	No heteroscedasticity
Autocorrelation (Durbin-Watson)	DW = 1.879	-2 < DW < +2	No autocorrelation

Prior to hypothesis testing, all research instruments underwent validity and reliability assessments to ensure the appropriateness of the measurement tools. The validity test, conducted using Pearson's Product Moment correlation, revealed that all questionnaire items across the four variables—motivation, training, work discipline, and employee performance—had correlation values (*r* count) exceeding the critical value of 0.235. This indicates that each item consistently measures the intended construct, thereby confirming its validity.

The reliability test using Cronbach's Alpha further confirmed the internal consistency of the instrument. The alpha values for all variables ranged from 0.791 to 0.842, comfortably surpassing the recommended threshold of 0.70. This suggests that respondents' answers were stable and reliable across items, ensuring that the measurement tools are dependable for data collection.

In addition to instrument testing, several classical assumption tests were performed to evaluate the feasibility of regression analysis. First, the normality test using the Kolmogorov-Smirnov procedure (Sig. = 0.200 > 0.05) indicated that the residuals followed a normal distribution, supported by a bell-shaped histogram and P-P Plot alignment. Second, the multicollinearity test showed tolerance values above 0.10 and VIF values below 10 for all predictors, meaning no strong intercorrelations existed among the independent variables. Third, the heteroscedasticity test both through scatterplot visualization and Glejser regression—suggested homoscedastic residuals, with significance values greater than 0.05 and random scatter distribution. Finally, the Durbin-Watson statistic (DW = 1.879) confirmed the absence of autocorrelation, as the value lies within the acceptable range of -2 to +2.

Collectively, these results confirm that the instrument and dataset satisfy the assumptions of classical linear regression. Consequently, the multiple regression model is statistically sound, free from bias, and suitable for hypothesis testing.

These objectives were operationalized through quantitative methods, using multiple regression analysis to test hypotheses against empirical data collected from 68 employees. Statistical testing, including t-tests, F-tests, and the coefficient of determination (R^2), provided the foundation for drawing valid and reliable conclusions.

The analysis yielded several significant findings:

1. **Motivation as the Most Dominant Factor**
    - o Motivation emerged as the strongest predictor of employee performance, with a t-count value of 10.855, far exceeding the critical threshold.
    - o This underscores that employees at PT. Darmasindo Inti Karet respond most positively when motivational drivers—such as recognition, career development, and financial incentives—are in place.
    - o The finding aligns with theories of intrinsic and extrinsic motivation, particularly Self-Determination Theory, which emphasizes autonomy, competence, and relatedness as critical to sustained performance.

2. **Training as a Significant but Secondary Factor**
    - o Training also showed a significant impact on performance (t-count = 2.292), though its effect size was less dominant compared to motivation.
    - o This suggests that while skill development and knowledge transfer are crucial, they function best when supported by strong motivational systems.
    - o Effective training improves adaptability, problem-solving, and technical competencies, but inequities in access to training opportunities were observed, limiting its full potential.

3. **Work Discipline as a Stabilizing Variable**
    - o Work discipline contributed significantly to performance outcomes (t-count = 3.845).
    - o Discipline was linked to reduced absenteeism, punctuality, and adherence to organizational procedures, which stabilize productivity.
    - o The results highlight that discipline functions not as an authoritarian mechanism but as a legitimate form of social control that promotes cooperation, fairness, and accountability.

4. **Combined Effects and Synergy**
    - o The simultaneous influence of motivation, training, and discipline was confirmed through the F-test (F-count = 131.037, > F-table = 2.748, sig = 0.000).
    - o The model explained 87% of the variance in employee performance ($R^2 = 0.87$), which is considered very high in behavioral research.
    - o This indicates that these three factors interact in a **synergistic manner**, with motivation providing energy, training enhancing competence, and discipline ensuring consistency.

From a theoretical perspective, the findings validate the view that HRM is not merely administrative but strategic. Employees act as social actors who bring with them cultural values, psychological motivations, and behavioral norms that influence organizational outcomes (Kudlek, 2006; Elliott, 2020). The fact that motivation was the strongest factor highlights the central role of psychological and social drivers in performance. Training and discipline, though secondary, are nonetheless indispensable for sustaining long-term adaptability and organizational stability.

From a practical standpoint, the results highlight both strengths and challenges within PT. Darmasindo Inti Karet. On one hand, the organization benefits from having a workforce responsive to motivation and capable of improving performance when training and discipline are present. On the other hand, challenges such as uneven training distribution, attendance issues, and fluctuating productivity demonstrate areas requiring managerial intervention.

The conclusions of this study enrich academic discourse in several ways:

- They confirm that motivation, training, and discipline are not isolated variables but interdependent elements of HR systems.
- They extend organizational sociology by illustrating how performance outcomes are shaped by fairness, recognition, and cultural legitimacy.

They support innovation studies by showing that employees who are motivated, well-trained, and disciplined are more likely to act as agents of adaptability and creativity

DISCUSSION

The findings of this study demonstrate that motivation, training, and work discipline each exert a significant influence on employee performance, both individually and collectively. This reinforces the view that human resources (HR) are not only operational agents but also strategic enablers of organizational success. In the case of PT. Darmasindo Inti Karet, Tebing Tinggi, the statistical results revealed that motivation was the most dominant predictor of performance, followed by discipline and training. Furthermore, the combined effect of the three variables explained 87% of the variation in employee performance, signifying a strong and integrated relationship.

These findings must be contextualized within broader discourses on human resource management (HRM), social science, and innovation studies. As scholars have long emphasized, employees are not merely factors of production but social actors who bring psychological motivations, cultural values, and behavioral patterns into the workplace (Kudlek, 2006; Elliott, 2020). In this sense, the results underscore that improving performance requires more than technical adjustments—it requires organizational strategies that address motivation, skills, and behavioral discipline in a holistic manner.

The following discussion elaborates on each of the three variables in detail, drawing comparisons with previous studies and theoretical perspectives, before synthesizing their combined implications for organizational performance and sustainability.

The first major finding is that motivation significantly enhances employee performance at PT. Darmasindo Inti Karet. This aligns with established motivational theories and prior empirical research. Motivation has been described as the inner drive that compels individuals to act, persist, and achieve goals despite obstacles (Maulid et al., 2022). Self-Determination Theory, for example, highlights autonomy, competence, and relatedness as intrinsic drivers that sustain commitment and performance (Mubarroq & Surabaya, 2023).

In organizational sociology, motivation is often linked to concepts of identity, belonging, and recognition. Employees who feel valued and integrated into the workplace are more likely to exert effort beyond the minimum required tasks. In this study, motivation emerged as the most influential factor, suggesting that when workers perceive alignment between personal goals and organizational objectives, performance naturally improves.

These results are consistent with earlier findings that motivated employees demonstrate greater problem-solving capacity, creativity, and willingness to engage in collaborative innovation (Aghitsni & Busyra, 2022). The implication for PT. Darmasindo Inti Karet is that motivation cannot be reduced to financial incentives alone. Recognition, opportunities for advancement, and participatory decision-making are equally vital. This echoes the argument of Smith-Hunter (2024), who stressed that motivation is a multi-dimensional construct, shaped by psychological, cultural, and social dimensions. Conversely, when motivation is lacking, employees often resort to minimum compliance, which restricts innovation and undermines organizational adaptability (Elliott, 2020). Thus, the significant statistical influence of motivation in this study highlights the central role of intrinsic drivers in shaping employee behavior and performance outcomes.

The second finding is that training significantly improves performance, although its effect was not as dominant as motivation. Training is more than technical preparation—it is a mechanism for knowledge transfer, organizational learning, and skill reinforcement. According to Aisyah et al. (2024), effective training strengthens problem-solving abilities and enhances adaptability, preparing employees to meet both current and future challenges.

In innovation theory, training develops what Cohen and Levinthal call “absorptive capacity”the ability of individuals and organizations to recognize, assimilate, and apply new knowledge. Without ongoing training, organizations risk stagnation, unequal knowledge distribution, and reduced competitiveness. In this study, the significance of training reflects that employees who participate in structured programs become better equipped to handle technical processes, comply with quality standards, and contribute to efficiency.

However, the company has faced issues of unequal training distribution, where certain employees had more access than others. Sociologically, this creates perceptions of unfairness, which can undermine motivation and loyalty (Nurul Arifin, 2023). The implication is that training must be inclusive and equitable, ensuring that all employees, regardless of division or seniority, receive opportunities for skill development.

These findings also resonate with Yusuf & Wahyuni (2024), who argue that equitable training fosters collective learning and reinforces organizational culture. At PT. Darmasindo Inti Karet, training should not only be technical but also emphasize collaboration, communication, and continuous improvement. By embedding training within organizational strategy, the company can create an environment where learning is not a one-time event but an ongoing process of renewal and innovation.

The third significant finding is that work discipline contributes positively to performance. Discipline in organizations is often seen as the foundation of efficiency, ensuring that tasks are completed on time and according to standards (Gaol et al., 2024). From a sociological standpoint, discipline functions as a form of social control, providing predictability, fairness, and cooperation in collective life.

This study confirms that discipline plays an important role in stabilizing employee performance. Absenteeism, tardiness, and irregular attendance, which were identified as issues in PT. Darmasindo Inti Karet, directly undermine productivity and reflect weaknesses in discipline. By enforcing clear, fair, and consistent rules, organizations create trust and accountability, which in turn enable innovation (Ekonomi et al., 2025).

Importantly, discipline should not be viewed as rigid authoritarianism. As Elliott (2020) points out, creativity requires a balance between freedom and boundaries. Too much rigidity stifles innovation, while too little control leads to chaos. The results of this study highlight that effective discipline involves clear expectations, consistent enforcement, and legitimate authority, which together foster a stable yet flexible environment for performance improvement.

While each variable individually influences performance, the study revealed that their combined effect is even more significant. The F-test results confirmed that motivation, training, and discipline jointly explain a substantial proportion of variance in employee performance, with an R^2 of 0.87. This indicates that these factors do not operate in isolation but interact in a synergistic manner.

From a theoretical perspective, this finding aligns with the concept of dynamic capabilities, which refers to an organization's ability to integrate, build, and reconfigure internal resources in response to environmental change (Lampung, 2022). Motivation provides the energy, training supplies the skills, and discipline ensures consistency. Together, they form the foundation of adaptive and competitive human resources.

In social science terms, this synergy reflects the interplay between individual psychology, organizational culture, and social structures. Employees are not passive actors; they respond to motivational cues, learning opportunities, and disciplinary frameworks in ways that shape both performance and innovation. By managing these dimensions collectively, organizations can transform challenges into opportunities (Ayu Trisna & Daulay, 2008).

Placing these findings in a broader context, it is important to consider how HR dynamics in Indonesia differ from or resemble those in other countries. In many developing economies, manufacturing firms like PT. Darmasindo Inti Karet depend heavily on human resources due to limited automation and technological substitution. Consequently, issues such as absenteeism, unequal training, and fluctuating performance are not unique but common challenges across similar industries (Siagian, 2019).

However, the Indonesian cultural context also shapes HR outcomes. Collectivist values emphasize group harmony and respect for authority, which influence how employees perceive motivation, discipline, and fairness. Unlike in highly individualistic contexts, where personal autonomy is prioritized, Indonesian employees often value recognition, group belonging, and relational harmony as key motivational drivers (Menne et al., 2022).

This suggests that HR strategies must be culturally sensitive, adapting global best practices to local realities. For example, participatory training models and fair disciplinary systems resonate well in collectivist societies, as they reinforce trust and cooperation. In contrast, purely individualistic incentive systems may not achieve the same level of effectiveness

CONCLUSION

This study concludes that socio-economic development in Indonesia, particularly in North Sumatra, is determined by a complex interplay of structural economic growth, poverty, unemployment, inflation, and the quality of human capital. The findings affirm that while economic growth exerts a significant role in stabilizing inflation and enhancing welfare outcomes, poverty and unemployment remain entrenched problems that require comprehensive interventions beyond conventional growth-driven strategies. Improvements in literacy and the Human Development Index (HDI) signal gradual social progress, yet persistent disparities across regions indicate that the quality and accessibility of education and healthcare are far more decisive than the mere magnitude of government expenditure. This suggests that without structural reforms in governance, resource allocation alone cannot translate into meaningful welfare improvements.

From a normative standpoint, Muhammad Baqir al-Sadr’s economic philosophy provides a critical framework that resonates with these empirical realities. His rejection of economic exploitation, emphasis on multiple ownership structures, and insistence on embedding ethical and spiritual values into governance illustrate the necessity of distributive justice and inclusive development. Al-Sadr’s vision frames welfare not merely as the alleviation of poverty, but as the establishment of a just socio-economic order that harmonizes efficiency with fairness and state accountability. This perspective underscores the need for redistributive mechanisms—such as zakat, waqf, and khums—to be institutionalized as integral components of public policy, thereby embedding ethical responsibility within the broader system of economic governance.

Accordingly, the study highlights several strategic directions for policy innovation. First, economic growth must be reoriented toward inclusivity, ensuring that gains in output are equitably distributed and directly linked to poverty reduction and job creation. Second, strengthening human capital remains essential, requiring not only increased investment but also reforms that guarantee equitable access and service quality in education and healthcare. Third, redistributive mechanisms must be embedded into formal economic policy frameworks to enhance both efficiency and justice. Fourth, community-based and participatory approaches, grounded in local wisdom, should be promoted to empower vulnerable groups and strengthen social resilience. Finally, inflation management must combine sound monetary policy with social protection instruments, ensuring that stability is achieved without sacrificing welfare equity.

In sum, the integration of empirical findings with al-Sadr’s normative insights demonstrates that sustainable welfare cannot be achieved through economic expansion alone. It requires ethical redistribution, participatory governance, and human capital investment that reflect both technical efficiency and moral accountability. By embedding Islamic economic principles into contemporary policy design, Indonesia has the potential to construct a welfare model that is not only economically sustainable but also socially just and spiritually grounded. This conclusion underscores the enduring relevance of al-Sadr’s thought as both a theoretical paradigm and a practical guide for inclusive development in Indonesia and beyond

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