

ABSTRAK

Tesis ini berjudul **PENGARUH MOTIVASI, PELATIHAN DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI PADA KANTOR PERTANAHAN KOTA BANJAR**, Sitti Isti Astari, NIM. 3404250007.

Di tengah gelombang transformasi digital dan percepatan Program Strategis Nasional seperti PTSL, kinerja Aparatur Sipil Negara (ASN) menjadi faktor kritis dalam mewujudkan pelayanan pertanahan yang prima. Kantor Pertanahan Kota Banjar menghadapi tantangan nyata berupa 903 berkas yang diselesaikan melampaui standar prosedur operasional, menurunnya inisiatif pegawai, serta fluktuasi pelanggaran disiplin yang mencapai puncaknya pada 37 pelanggaran di bulan November 2025. Penelitian ini bertujuan menganalisis pengaruh motivasi kerja, pelatihan, dan disiplin kerja terhadap kinerja pegawai, baik secara parsial maupun simultan. Metode yang digunakan adalah kuantitatif dengan pendekatan asosiatif dan desain korelasional. Data dikumpulkan melalui kuesioner terhadap 38 pegawai sebagai total populasi, kemudian dianalisis menggunakan regresi linier berganda berbantuan IBM SPSS Statistics. Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai ($t\text{-hitung} = 4,856$; $\beta = 0,582$) sebagai prediktor paling dominan, diikuti pelatihan ($t\text{-hitung} = 3,662$; $\beta = 0,442$), dan disiplin kerja ($t\text{-hitung} = 2,744$; $\beta = 0,328$). Secara simultan, ketiga variabel tersebut berpengaruh signifikan dengan $F\text{-hitung} = 12,382$ dan $\text{Adjusted } R^2 = 0,480$, artinya 48% variasi kinerja pegawai dijelaskan oleh ketiga variabel ini. Temuan ini menegaskan bahwa pengelolaan SDM yang holistik dan terintegrasi merupakan kunci peningkatan kinerja di instansi pemerintah. Penelitian selanjutnya disarankan memperluas cakupan variabel seperti budaya organisasi, kompensasi, dan gaya kepemimpinan, serta memperluas lokus penelitian ke beberapa kantor pertanahan lainnya.

Kata Kunci: Motivasi Kerja, Pelatihan, Disiplin Kerja, Kinerja Pegawai, Aparatur Sipil Negara

ABSTRACT

*This thesis is entitled **THE EFFECT OF MOTIVATION, TRAINING, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE BANJAR CITY LAND OFFICE**, Sitti Isti Astari, NIM. 3404250007.*

Amid the wave of digital transformation and the acceleration of national strategic programs such as PTSL (Systematic Complete Land Registration), the performance of Civil State Apparatus (ASN) has become a critical factor in realizing excellent land administration services. The Land Office of Banjar City faces real challenges, including 903 files completed beyond standard operating procedure timelines, declining employee initiative, and fluctuating disciplinary violations peaking at 37 cases in November 2025. This study aims to analyze the influence of work motivation, training, and work discipline on employee performance, both partially and simultaneously. A quantitative method with an associative approach and correlational design was employed. Data were collected through questionnaires distributed to all 38 employees as the total population, then analyzed using multiple linear regression with IBM SPSS Statistics. The results reveal that work motivation has a positive and significant effect on employee performance ($t\text{-value} = 4.856$; $\beta = 0.582$), making it the most dominant predictor, followed by training ($t\text{-value} = 3.662$; $\beta = 0.442$) and work discipline ($t\text{-value} = 2.744$; $\beta = 0.328$). Simultaneously, all three variables significantly influence employee performance ($F\text{-value} = 12.382$; $\text{Adjusted } R^2 = 0.480$), indicating that 48% of performance variation is explained by these three variables. These findings affirm that holistic and integrated human resource management is key to enhancing performance in government agencies. Future researchers are advised to expand the scope of variables to include organizational culture, compensation, and leadership style, as well as broaden the research locus to multiple land offices.

Keywords: *Work Motivation, Training, Work Discipline, Employee Performance, Civil State Apparatus*