

ABSTRACT

This study aims to analyze the effect of training and work discipline on employee performance, with innovative work behavior as a mediating variable at the Regional Human Resources Development Agency (BPSDMD) of Central Java Province. This research is motivated by inconsistencies in previous empirical findings and indications that employee performance has not yet been fully optimized.

This study employs a quantitative approach using a survey method. Data were collected from employees of BPSDMD Central Java Province through structured questionnaires and analyzed using path analysis to examine both direct and indirect relationships among the research variables.

The results indicate that training and work discipline have a positive and significant effect on employee performance. In addition, training and work discipline also positively and significantly influence innovative work behavior. Innovative work behavior is proven to have a significant effect on employee performance and acts as a mediating variable.

These findings suggest that improving employee performance depends not only on training and work discipline but also on the organization's ability to foster innovative work behavior. This study is expected to contribute to the development of human resource management studies in the public sector and to serve as a reference for performance- and innovation-oriented HR policies.

Keywords: Training, Work Discipline, Innovative Work Behavior, Employee Performance

