

Employee Performance in a Tourism Organization: The Roles of Training, Discipline, and Work Climate

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Abstract: *Employee performance is a critical issue in tourism service organizations because it directly affects service quality, visitor experience, and operational reliability. This study examines the effects of job training, work discipline, and work climate on employee performance at Owabong Waterpark Purbalingga, Indonesia. Grounded in the Ability–Motivation–Opportunity (AMO) framework, job training is positioned as an ability-enhancing factor, work discipline as a behavioral regulation aspect of motivation, and work climate as an opportunity-enhancing factor. A quantitative explanatory design was employed using a cross-sectional survey of 131 employees. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results show that job training, work discipline, and work climate positively and significantly affect employee performance. Work discipline has the strongest effect, indicating the importance of punctuality, responsibility, attendance, and procedural compliance in waterpark operations. The model explains 79.5% of the variance in employee performance. This study extends the AMO framework to an attraction-based regional tourism context and provides practical guidance for improving employee performance through training, discipline reinforcement, and a supportive work climate.*

Keywords: *Employee Performance, Job Training, Work Discipline, Work Climate, AMO Framework*

1. Introduction

The tourism and hospitality industry relies heavily on employee performance because employees directly shape service quality, visitor experience, operational reliability, and organizational competitiveness (Saito et al., 2025). In service-based organizations, employee performance is influenced not only by individual competence but also by human resource practices, workplace behavior, and organizational support (Dorta-Afonso et al., 2023; Pereira-Moliner et al., 2021). Previous studies in hospitality contexts have shown that training, high-performance work practices, and service climate contribute to employee commitment, work engagement, service orientation, and performance (Hai & Park, 2024; Jaworski et al., 2018; Karatepe, 2013; Li & Huang, 2017; Manning et al., 2012).

This study is grounded in the Ability–Motivation–Opportunity (AMO) framework, which explains that employee performance depends on three complementary conditions: the ability to perform, the motivation or behavioral regulation to apply that ability, and the opportunity provided by the work environment (Appelbaum, 2000; Jiang et al., 2012; Marín García & Martínez Tomas, 2016; Rasheed et al., 2026). In this study, job training represents the ability-enhancing factor because it develops employees' knowledge, skills, and service readiness. Work discipline represents the motivation or behavioral regulation factor because it directs employees toward punctuality, responsibility, and compliance with organizational procedures. Work climate represents the opportunity factor because it provides communication, coordination, managerial support, and a conducive workplace environment that enables employees to perform effectively.

The issue of employee performance is particularly relevant at Owabong Waterpark Purbalingga, a regional water-based tourism attraction in Central Java. Official tourism information from the Purbalingga Regency Government describes Owabong, or Obyek Wisata Air Bojongsari, as one of the leading tourist attractions in Purbalingga Regency, located in Bojongsari and offering various water-based facilities for children and adults (Dinas Pemuda Olahraga dan Pariwisata Kabupaten Purbalingga, n.d.). Official information from the Bojongsari District Government also describes Owabong as a family tourism destination with swimming pools, waterboom facilities, go-kart areas, and other water-based attractions (Kecamatan Bojongsari, 2024). Furthermore, the Purbalingga Regency Government reported that Owabong Water Park was among the top five most visited tourist attractions in Central Java during the 2025 Eid holiday period (Pemerintah Kabupaten Purbalingga, 2025).

Internal company records show that employee performance decreased from 88.8% in 2023 to 76.5% in 2024 and only slightly increased to 78.9% in 2025. In addition, the average absenteeism rate reached 2.36%, while several planned training programs were not fully implemented across employee groups. Work-climate issues were also identified, including weak interdivisional communication, unclear coordination, and unequal workloads during peak visitor periods. These conditions indicate that employee performance at Owabong is shaped by the interaction between employee capability, discipline, and workplace support.

Although waterparks are part of the broader tourism and hospitality sector, their operational characteristics differ from those of conventional hotels. Hotel operations are generally based on relatively standardized accommodation, housekeeping, front-office, and food-and-beverage services. In contrast, waterpark operations involve short-duration visitor cycles, fluctuating crowd density, aquatic safety, ride supervision, sanitation control, weather-sensitive activities, and rapid coordination among ticketing, lifeguard, maintenance, food-and-beverage, and guest-service employees. Industry guidance on waterpark operations emphasizes ride inspection, operator training, guest safety protocols, risk management, and smooth day-to-day operations in aquatic environments (International Association of Amusement Parks and Attractions, n.d.). These characteristics suggest that human resource management in waterparks requires not only service competence but also procedural compliance, safety awareness, task flexibility, and real-time coordination.

Despite this operational distinction, previous studies on employee performance, training, service climate, and work-related behavior remain largely concentrated in hotel and restaurant contexts (Jaworski et al., 2018; Karatepe, 2013; Li & Huang, 2017). Limited attention has been given to attraction-based regional tourism organizations such as waterparks, where employee performance depends on the interaction between ability, discipline, and workplace coordination. This gap is important because performance in waterpark operations is not determined solely by individual competence; it also depends on real-time procedural compliance, adaptive service behavior, safety awareness, and interdepartmental collaboration. Therefore, the waterpark context provides a relevant setting for extending human resource management research in tourism beyond conventional hotel-based evidence.

Based on this theoretical and empirical gap, this study investigates the effects of job training, work discipline, and work climate on employee performance at Owabong Waterpark Purbalingga. This study contributes to tourism and human resource management literature in three ways. First, it applies the AMO framework to explain employee performance in an attraction-based regional tourism context. Second, it positions work discipline as a behavioral regulation mechanism that is particularly important in safety-sensitive and procedure-based service operations. Third, it provides practical insights for waterpark managers in improving employee performance through more effective training, stronger procedural discipline, and a more supportive work climate.

2. Literature Review

2.1 Ability–Motivation–Opportunity Framework

This study is grounded in the Ability–Motivation–Opportunity (AMO) framework, which explains that employee performance is shaped by three complementary mechanisms: ability, motivation, and opportunity. Ability refers to employees' knowledge and skills; motivation reflects the willingness and behavioral regulation needed to apply those abilities; and opportunity

refers to the work environment that enables employees to contribute effectively (Appelbaum, 2000; Jiang et al., 2012; Marín García & Martínez Tomas, 2016).

The AMO framework is relevant to this study because job training, work discipline, and work climate represent different but interrelated mechanisms of employee performance. Job training represents the ability-enhancing component because it improves employees' competence, service readiness, and operational knowledge. Work discipline represents the behavioral regulation aspect of the motivation component because it encourages punctuality, responsibility, and compliance with organizational procedures. Work climate represents the opportunity component because it provides communication, coordination, managerial support, and a supportive environment for effective task execution. Therefore, the AMO framework provides an integrated theoretical basis for explaining how these three factors influence employee performance in a waterpark context.

2.2 Job Training and Employee Performance

Job training refers to organizational efforts to improve employees' knowledge, skills, attitudes, and readiness to perform job-related tasks. In tourism and hospitality organizations, training is essential because employees interact directly with customers and are expected to deliver consistent service quality (Lan et al., 2021). Previous studies have shown that training contributes to employee commitment, service knowledge, work engagement, and organizational performance in hospitality settings (Jaworski et al., 2018; Karatepe, 2013; Úbeda-García et al., 2013).

From the AMO perspective, job training improves employee performance by strengthening the ability component. Employees who receive relevant training are more likely to understand their job responsibilities, follow service standards, solve operational problems, and respond appropriately to visitor needs. In waterpark operations, training is particularly important because employees must deal with service delivery, ride supervision, sanitation, safety procedures, and emergency readiness. Therefore, job training is expected to improve employee performance by increasing employees' competence and readiness to perform their tasks.

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

2.3 Work Discipline and Employee Performance

Work discipline refers to employees' consistency in following organizational rules, work schedules, responsibilities, and standard operating procedures. In service organizations, discipline is important because punctuality, attendance, procedural compliance, and responsibility directly affect operational reliability and customer experience. In safety-sensitive service settings, compliance with procedures is also an essential component of safe and reliable performance (Griffin & Neal, 2000).

From the AMO perspective, work discipline reflects the behavioral regulation aspect of the motivation component. Even when employees have adequate skills, performance may decline if they do not attend work regularly, arrive on time, follow safety rules, or comply with operational procedures. This issue is particularly critical in waterpark operations, where indiscipline can disrupt shift arrangements, weaken coordination, delay service delivery, and increase operational risk. Therefore, work discipline is expected to improve employee performance by ensuring that employees apply their abilities responsibly and consistently.

H2: Work discipline has a positive and significant effect on employee performance.

2.4 Work Climate and Employee Performance

Work climate refers to employees' perceptions of the internal work environment, including communication, coordination, managerial support, teamwork, and workplace atmosphere. A positive work climate helps employees understand expectations, share information, solve problems, and receive support from supervisors and coworkers. Prior hospitality studies have shown that organizational climate and service climate influence employee service orientation, work attitudes, and performance because they shape the conditions under which employees deliver service (Li & Huang, 2017; Lin et al., 2021; Manning et al., 2012; Saito et al., 2021).

From the AMO perspective, work climate represents the opportunity component. Employees may have sufficient ability and discipline, but their performance can be limited when the workplace does not provide clear communication, effective coordination, or adequate managerial support. In waterpark operations, work climate is essential because employees from ticketing, lifeguard, maintenance, food-and-beverage, and guest-service units must coordinate quickly, especially during peak visitor periods. Therefore, a supportive work climate is expected to improve employee performance by providing the organizational conditions needed for effective task execution.

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

2.5 Hypotheses Synthesis

Based on the AMO framework, this study proposes that job training, work discipline, and work climate positively affect employee performance. Job training enhances employees' ability, work discipline regulates employees' work behavior, and work climate provides the opportunity and contextual support needed to perform effectively. These three factors are expected to jointly explain employee performance in waterpark operations, where service quality, safety awareness, procedural compliance, and interdepartmental coordination are central to organizational performance.

3. Research Method

3.1 Research Design

This study employed a quantitative explanatory research design to examine the effects of job training, work discipline, and work climate on employee performance. A cross-sectional survey approach was used because the data were collected from respondents at one point in time. The research was conducted at Owabong Waterpark Purbalingga, a regional water-based tourism attraction in Central Java. This research setting was selected because employee performance in waterpark operations depends on service competence, procedural compliance, safety awareness, and interdepartmental coordination.

3.2 Population and Sample

The population of this study consisted of employees of Owabong Waterpark Purbalingga who were involved in operational and service-related activities. This study used a saturated sampling technique, in which all members of the population were included as respondents because the population size was relatively limited and accessible. A total of 131 valid responses were obtained and used for further analysis.

Saturated sampling was considered appropriate because involving the entire population allowed the study to capture employee perceptions across relevant work units, including ticketing, lifeguard, maintenance, food-and-beverage, and guest-service units. This approach also helped reduce sampling error and provided a more comprehensive representation of employee perceptions in the waterpark operational context.

3.3 Measurement Instrument and Scale

Data were collected using a structured questionnaire. The questionnaire consisted of two main sections. The first section captured respondents' demographic characteristics, including gender, age, education level, and length of service. The second section measured the research constructs: job training, work discipline, work climate, and employee performance.

The questionnaire contained 19 measurement items. Job training was measured using 4 items, work discipline using 5 items, work climate using 5 items, and employee performance using 5 items. The measurement items were adapted from previous studies and adjusted to the operational context of waterpark employees.

Job training was measured using indicators related to training relevance, training methods, knowledge and skill improvement, and service readiness, adapted from training and hospitality human resource studies (Jaworski et al., 2018; Úbeda-García et al., 2013). Work discipline was measured using indicators related to attendance, punctuality, compliance with organizational rules, adherence to procedures, and responsibility, based on human resource management and

procedural compliance literature (Griffin & Neal, 2000; Hasibuan, 2017). Work climate was measured using indicators related to communication, coordination, managerial support, teamwork, and workplace atmosphere, adapted from organizational climate and service climate studies (Li & Huang, 2017; Manning et al., 2012). Employee performance was measured using indicators related to task accomplishment, work quality, timeliness, responsibility, and service-oriented performance, adapted from individual work performance literature (Koopmans et al., 2014).

All questionnaire items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The five-point Likert scale was used because it allows respondents to express the degree of their agreement with each statement and is widely applied in behavioral and management research.

Table 1. Measurement Instrument Sources

Construct	Number of Items	Indicator Domain	Source
Job Training	4	Training relevance, training method, knowledge and skill improvement, service readiness	Jaworski et al. (2018); Noe (2020); Úbeda-García et al. (2013)
Work Discipline	5	Attendance, punctuality, compliance with rules, adherence to procedures, responsibility	Griffin & Neal (2000); Hasibuan (2017)
Work Climate	5	Communication, coordination, managerial support, teamwork, workplace atmosphere	Li & Huang (2017); Manning et al. (2012)
Employee Performance	5	Task accomplishment, work quality, timeliness, responsibility, service-oriented performance	Koopmans et al. (2014)

Source: Adapted from Jaworski et al. (2018), Noe (2020), Úbeda-García et al. (2013), Griffin & Neal (2000), Hasibuan (2017), Li & Huang (2017), Manning et al. (2012), and Koopmans et al. (2014).

3.4 Data Collection Procedure

The data were collected through questionnaire distribution to employees of Owabong Waterpark Purbalingga. Before completing the questionnaire, respondents were informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses. No personally identifiable information was collected, and all responses were analyzed in aggregate form.

To reduce response bias, the questionnaire items were written in a clear and neutral manner. The demographic questions were separated from the construct measurement items, and respondents were encouraged to answer based on their actual work experiences. Prior to data analysis, the questionnaire items were reviewed to ensure clarity, relevance, and suitability for the operational context of waterpark employees.

3.5 Data Analysis Technique

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because it is suitable for predictive research models, can estimate complex relationships among latent variables, and is appropriate for studies with relatively small to medium sample sizes (Hair et al., 2022). With 131 valid responses, the sample size was considered adequate for the proposed model because the study examined three predictor constructs affecting one endogenous construct.

All constructs in this study were treated as reflective measurement models because the indicators were assumed to reflect the underlying latent variables. The data analysis was conducted in two stages: measurement model assessment and structural model assessment.

The measurement model was evaluated using outer loadings, Cronbach’s Alpha, Composite Reliability, Average Variance Extracted (AVE), and the Heterotrait–Monotrait ratio (HTMT). Indicator reliability was assessed using outer loading values, with values of 0.70 or higher considered acceptable. Internal consistency reliability was evaluated using Cronbach’s Alpha and Composite Reliability, with values above 0.70 indicating acceptable reliability. Convergent validity was assessed using AVE, with values above 0.50 indicating that the construct explained more than half of the variance of its indicators. Discriminant validity was assessed using HTMT, with values below 0.90 indicating acceptable discriminant validity.

The structural model was evaluated using path coefficients, t-statistics, p-values, R-square, and collinearity statistics. Multicollinearity among predictor constructs was assessed using the Variance Inflation Factor (VIF), with VIF values below 5.00 indicating that multicollinearity was not a serious concern. The significance of the hypothesized relationships was tested using a bootstrapping procedure with 5,000 subsamples.

3.6 Common Method Bias Assessment

Because this study used cross-sectional data collected from a single source, Common Method Bias (CMB) was assessed to ensure that the results were not primarily caused by the measurement method. Common method bias may occur when independent and dependent variables are measured using the same instrument and collected from the same respondents (Podsakoff et al., 2003).

This study assessed CMB using the full collinearity Variance Inflation Factor (VIF) approach. According to Kock (2015), common method bias is not considered a serious concern when the full collinearity VIF values are below 3.30. Therefore, all latent constructs were tested using the full collinearity VIF procedure. If all full collinearity VIF values are below the recommended threshold, the data can be considered free from serious common method bias.

4. Results and Discussion

4.1 Respondent Profile

A total of 131 valid responses were obtained from employees of Owabong Waterpark Purbalingga. The demographic profile of the respondents is presented in Table 2.

Table 2. Respondent Demographic Profile

Characteristic	Category	Frequency	Percentage
Gender	Male	78	59.5%
	Female	53	40.5%
Age	< 25 years	29	22.1%
	25–34 years	54	41.2%
	35–44 years	33	25.2%
	> 44 years	15	11.5%
	Education level	Senior high school/equivalent	62
	Diploma	21	16.0%
	Bachelor’s degree	45	34.4%
	Postgraduate	3	2.3%
Length of service	< 1 year	18	13.7%
	1–3 years	46	35.1%
	4–6 years	39	29.8%
	> 6 years	28	21.4%

Source: Authors’ survey data, 2026.

The respondents were relatively diverse in terms of gender, age, education level, and length of service. Most respondents were male and aged between 25 and 34 years. In terms of education, the largest group had completed senior high school or an equivalent level. Most respondents had worked for one to six years, indicating that they had sufficient familiarity with the operational routines of Owabong Waterpark.

4.2 Descriptive Statistics

The descriptive statistics of the research variables are presented in Table 3.

Table 3. Descriptive Statistics

Construct	Number of Items	Mean	Standard Deviation
Job Training	4	3.78	0.64
Work Discipline	5	3.92	0.58
Work Climate	5	3.71	0.67
Employee Performance	5	3.86	0.61

Source: Authors' calculation based on survey data, 2026.

All constructs recorded mean values above the midpoint of the five-point Likert scale. Work discipline had the highest mean score, followed by employee performance, job training, and work climate. This indicates that respondents generally perceived discipline-related behavior, training, workplace climate, and performance positively.

4.3 Measurement Model Assessment

The measurement model was assessed using outer loadings, Cronbach's Alpha, Composite Reliability, Average Variance Extracted, and the Heterotrait–Monotrait ratio. The outer loading values are presented in Table 4.

Table 4. Outer Loading Values

Construct	Item Code	Indicator Domain	Outer Loading	Decision
Job Training	TR1	Training relevance	0.812	Retained
Job Training	TR2	Training method	0.795	Retained
Job Training	TR3	Knowledge and skill improvement	0.847	Retained
Job Training	TR4	Service readiness	0.826	Retained
Work Discipline	DS1	Attendance	0.801	Retained
Work Discipline	DS2	Punctuality	0.833	Retained
Work Discipline	DS3	Compliance with rules	0.871	Retained
Work Discipline	DS4	Adherence to procedures	0.858	Retained
Work Discipline	DS5	Responsibility	0.816	Retained
Work Climate	WC1	Communication	0.779	Retained
Work Climate	WC2	Coordination	0.821	Retained
Work Climate	WC3	Managerial support	0.849	Retained
Work Climate	WC4	Teamwork	0.804	Retained
Work Climate	WC5	Workplace atmosphere	0.792	Retained
Employee Performance	EP1	Task accomplishment	0.823	Retained
Employee Performance	EP2	Work quality	0.866	Retained
Employee Performance	EP3	Timeliness	0.841	Retained
Employee Performance	EP4	Responsibility	0.814	Retained
Employee Performance	EP5	Service-oriented performance	0.852	Retained

Source: Authors' calculation using SmartPLS, 2026.

All outer loading values exceeded 0.70, indicating that each item adequately represented its respective construct. Therefore, all indicators were retained for further analysis.

Table 5. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE	Decision
Job Training	0.838	0.892	0.673	Reliable and valid
Work Discipline	0.892	0.921	0.699	Reliable and valid
Work Climate	0.868	0.905	0.655	Reliable and valid
Employee Performance	0.895	0.923	0.705	Reliable and valid

Source: Authors' calculation using SmartPLS, 2026.

The Cronbach's Alpha and Composite Reliability values were above 0.70, indicating satisfactory internal consistency. The AVE values were above 0.50, confirming convergent validity for all constructs.

Table 6. Discriminant Validity Using HTMT

Construct	Job Training	Work Discipline	Work Climate	Employee Performance
Job Training	—			
Work Discipline	0.712	—		
Work Climate	0.684	0.749	—	
Employee Performance	0.731	0.784	0.756	—

Source: Authors' calculation using SmartPLS, 2026.

All HTMT values were below 0.90, indicating that discriminant validity was established.

4.4 Common Method Bias and Collinearity Assessment

Because the data were collected from the same respondents using a single questionnaire, Common Method Bias was assessed using the full collinearity VIF approach. The results are presented in Table 7.

Table 7. Common Method Bias Assessment

Construct	Full Collinearity VIF	Threshold	Interpretation
Job Training	2.146	≤ 3.30	No serious common method bias
Work Discipline	2.381	≤ 3.30	No serious common method bias
Work Climate	2.227	≤ 3.30	No serious common method bias
Employee Performance	2.612	≤ 3.30	No serious common method bias

Source: Authors' calculation using SmartPLS, 2026.

All full collinearity VIF values were below 3.30. Therefore, Common Method Bias was not considered a serious concern in this study.

Table 8. Inner VIF Values

Predictor Construct	Endogenous Construct	Inner VIF	Threshold	Interpretation
Job Training	Employee Performance	2.018	< 5.00	No serious multicollinearity
Work Discipline	Employee Performance	2.356	< 5.00	No serious multicollinearity
Work Climate	Employee Performance	2.174	< 5.00	No serious multicollinearity

Source: Authors' calculation using SmartPLS, 2026.

The inner VIF values were below 5.00, indicating that multicollinearity among predictor constructs was not a serious issue.

4.5 Structural Model Assessment

The explanatory power of the model was assessed using the R-square value.

Table 9. R-Square Value

Endogenous Construct	R-Square	Adjusted R-Square	Interpretation
Employee Performance	0.795	0.790	Substantial explanatory power

Source: Authors' calculation using SmartPLS, 2026.

The R-square value of 0.795 indicates that job training, work discipline, and work climate collectively explained 79.5% of the variance in employee performance. Although this value is relatively high for behavioral and human resource management research, it is theoretically plausible because the predictors are proximal workplace factors directly related to employees' daily performance. In addition, the model is grounded in the AMO framework, which integrates ability, behavioral regulation, and opportunity as complementary mechanisms of performance.

The significance of the structural paths was assessed using a bootstrapping procedure with 5,000 subsamples. The hypothesis testing results are presented in Table 10.

Table 10. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	t-statistic	p-value	Decision
H1	Job Training → Employee Performance	0.283	3.512	< 0.001	Supported
H2	Work Discipline → Employee Performance	0.398	5.106	< 0.001	Supported
H3	Work Climate → Employee Performance	0.312	4.284	< 0.001	Supported

Source: Authors' calculation using SmartPLS, 2026.

The results show that job training, work discipline, and work climate had positive and significant effects on employee performance. Thus, H1, H2, and H3 were supported. Among the three predictors, work discipline had the strongest effect on employee performance, as indicated by the highest path coefficient of 0.398.

Table 11. Effect Size Assessment

Predictor Construct	Endogenous Construct	f-square	Interpretation
Job Training	Employee Performance	0.124	Small to medium effect
Work Discipline	Employee Performance	0.246	Medium effect
Work Climate	Employee Performance	0.158	Medium effect

Source: Authors' calculation using SmartPLS, 2026.

The f-square results show that work discipline had the largest effect size, followed by work climate and job training. This result is consistent with the path coefficient values and confirms that work discipline was the strongest predictor of employee performance.

4.6 Discussion

The findings support the AMO framework by showing that employee performance at Owabong Waterpark Purbalingga is shaped by ability, behavioral regulation, and opportunity. Job training represents the ability-enhancing mechanism, work discipline represents the behavioral regulation aspect of motivation, and work climate represents the opportunity component. The

significant effects of all three variables indicate that employee performance in a waterpark context depends not only on employees' competence but also on disciplined behavior and a supportive work environment.

Job training had a positive and significant effect on employee performance (Huang & Tsai, 2024). This finding indicates that employees who receive relevant training are more likely to understand job responsibilities, service standards, operational procedures, and safety-related tasks. In waterpark operations, training is important because employees must handle visitor service, ride supervision, sanitation, safety procedures, and emergency readiness. Therefore, training should be viewed as a strategic tool for improving employee readiness and service reliability.

Work discipline had the strongest effect on employee performance. This result suggests that discipline is particularly critical in waterpark operations, where attendance, punctuality, procedural compliance, and responsibility directly affect service flow and operational safety. Unlike conventional hotel operations, waterpark operations involve aquatic safety, ride supervision, fluctuating visitor density, and shift-based coordination. In this context, indiscipline can disrupt operational routines, weaken interdepartmental coordination, and increase service risks. Recent hospitality research also emphasizes that employee in-role performance is shaped by workplace conditions and behavioral mechanisms that support reliable task execution (Liu et al., 2024). This explains why work discipline showed a stronger effect than job training and work climate.

The dominance of work discipline also provides a theoretical contribution to the AMO framework. In safety-sensitive and procedure-based tourism operations, discipline can be understood as a behavioral regulation mechanism that ensures employees consistently apply their abilities in daily work. In a regional Indonesian service organization, compliance with rules, responsibility, and respect for work schedules may play an important role in maintaining collective order and service reliability.

Work climate also had a positive and significant effect on employee performance. This finding shows that clear communication, managerial support, teamwork, and coordination help employees perform more effectively. In waterpark operations, employees from ticketing, lifeguard, maintenance, food-and-beverage, and guest-service units must coordinate quickly, especially during peak visitor periods. A supportive work climate provides employees with the opportunity to apply their skills, maintain discipline, and respond effectively to operational demands (Lin et al., 2021; Saito et al., 2025).

Overall, the findings indicate that employee performance in waterpark operations is influenced by the combined effects of training, discipline, and work climate. The high R-square value suggests that the AMO-based model has strong explanatory power in this specific organizational context. Therefore, improving employee performance requires an integrated human resource strategy that strengthens employee ability, reinforces procedural discipline, and creates a supportive work climate.

5. Conclusion

This study examined the effects of job training, work discipline, and work climate on employee performance at Owabong Waterpark Purbalingga. Using the Ability–Motivation–Opportunity (AMO) framework, this study positioned job training as an ability-enhancing factor, work discipline as a behavioral regulation aspect of motivation, and work climate as an opportunity-enhancing factor. The findings show that all three variables have positive and significant effects on employee performance. These results indicate that employee performance in a waterpark context is shaped not only by employees' competence but also by their disciplined work behavior and the support provided by the internal work environment.

Among the three predictors, work discipline had the strongest effect on employee performance. This finding suggests that discipline is particularly important in waterpark operations, where attendance, punctuality, procedural compliance, responsibility, safety awareness, and interdepartmental coordination directly influence service reliability and operational safety. Therefore, this study extends the AMO framework by showing that, in safety-sensitive and procedure-based tourism operations, work discipline can serve as a key behavioral regulation mechanism that helps employees consistently apply their abilities in daily work.

Theoretically, this study contributes to tourism and human resource management literature by applying the AMO framework to an attraction-based regional tourism organization. Previous studies have largely focused on hotel and restaurant contexts, while limited attention has been given to waterparks as tourism organizations with distinct operational characteristics. By examining job training, work discipline, and work climate simultaneously, this study provides a more integrated explanation of employee performance in a waterpark setting.

Practically, the findings suggest that waterpark managers should improve employee performance through an integrated human resource strategy. Training programs should be designed to strengthen service competence, operational knowledge, safety awareness, and emergency readiness. At the same time, management should reinforce work discipline by ensuring punctuality, attendance, procedural compliance, and responsibility across operational units. In addition, a supportive work climate should be developed through clearer communication, stronger coordination, managerial support, teamwork, and fair workload distribution, especially during peak visitor periods.

This study has several limitations. First, the research was conducted in a single organization, namely Owabong Waterpark Purbalingga, which may limit the generalizability of the findings to other tourism organizations. Second, the study used a cross-sectional design, so it cannot fully capture changes in employee performance over time. Third, the data were collected through self-reported questionnaires, which may still contain potential response bias despite the Common Method Bias assessment. Future studies are encouraged to examine similar models in other waterparks, amusement parks, or attraction-based tourism organizations (Suleman et al., 2025). Future research may also include additional variables, such as safety climate, leadership, employee engagement, job satisfaction, or customer satisfaction, to provide a broader understanding of employee performance in tourism service operations.

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