

The Effect of Training, Work Motivation and Work Discipline on Employee Performance at PT. Maya Gapura Intan Bandung

Nani Wijaya¹, Sudarijati², Samsuri³

¹ Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Djuanda and naniw5720@gmail.com

² Universitas Djuanda and sudarijati@unida.ac.id

³ Universitas Djuanda and samsuri@unida.ac.id

ABSTRACT

Employee performance is a result that a person achieves in carrying out the tasks and responsibilities given to him based on skills, experience and perseverance and time at work. Given the influence of training, work motivation provided by the company and work discipline carried out by employees, so that employee performance can increase in an effort to achieve company goals. This study aims to determine the effect of training, work motivation and work discipline on employee performance. The analysis method used in this research is multiple linear regression analysis with a quantitative approach. The total sample size was 43 people. The results in this study indicate that training, work motivation and work discipline simultaneously have a positive and significant effect on employee performance, while partially each variable of training, work motivation and work discipline has a positive and significant effect on employee performance.

Keywords: Training, Work Motivation, Work Discipline, Employee Performance

1. INTRODUCTION

For every company, whether operating in the goods or services sector, human resources (HR) are a very important element. Human resource management (HRM) views people as valuable assets whose needs must be maintained and met properly. HR has a strategic position in the company, playing an important role in achieving company goals. Therefore, companies need to manage human resources effectively, by investing in recruiting, selecting and retaining potential human resources. According to [1], human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society.

Global competition requires companies to create human resources who are qualified, have skills and are highly competitive. Economic competitiveness is one of the demands of globalization. Companies that have reliable human resources—human resources who are competent, motivated and disciplined—will be able to improve company performance and compete in the era of globalization. Without quality human resources, a company cannot run its operations well. Human resource management aims to influence employee attitudes, behavior and performance so that they are able to provide optimal contributions in achieving company goals. Good employee performance is very important for the company because it will increase productivity.

One way to improve employee performance is through training, creating conducive work motivation, and having high work discipline. Increasing employee performance will bring progress to the company, enabling the company to survive in unstable business competition. Efforts to improve employee performance are a serious management challenge because the company's success depends on the quality of HR performance. Good performance can increase company profits, company image and employee work performance. Conversely, declining performance will have a negative impact on the company, affecting the company's stability and competitive ability.

PT. Maya Gapura Intan (MGI) is a transportation services company that has been operating since 2003. Good employee performance can increase profits and company image, as well as employee work performance. PT sales data. Maya Gapura Intan for the 2022 period shows that the company has not achieved its sales target, with a target achievement rate of only 97%. Only five months managed to achieve sales targets, while other months were not achieved. This condition is thought to be caused by a lack of employee motivation to achieve high levels of performance.

Training is one of the factors that influences employee performance. According to [2], training is a series of individual activities to systematically improve skills and knowledge so that they have professional performance in their field. Training is needed to increase employee knowledge, skills and develop attitudes. Training at PT. Maya Gapura Intan has not had a significant impact on employee performance, with an average of 35.5% of total employees training participants. This condition shows that not all employees have received training to improve their competency at work.

Work motivation also influences employee performance. According to [3] Motivation is the encouragement of needs within employees that need to be met in order to adapt to their environment and achieve the goals that have been set. Good work motivation will help employees achieve good performance. However, pre-survey data shows that 60% of employees do not have the level of work motivation that the company expects. Work discipline is also an important factor in employee performance. The average employee tardiness in 2022 is 5.13 minutes per day, indicating that there are still employees who do not comply with regulations or are not disciplined at work. Based on this description, the failure to achieve sales targets is thought to be caused by employee performance not being optimal, which is influenced by training, motivation and work discipline.

This research aims to identify and analyze various factors that influence employee performance at PT. Maya Gapura Intan. By understanding employees' responses to training, motivation, and work discipline, and the influence these factors have on their performance, companies can develop more effective strategies to increase productivity and achieve desired goals. Apart from that, it is also hoped that the results of this research can make a positive contribution to the development of knowledge in the field of human resource management and provide useful recommendations for companies and the academic environment.

2. LITERATURE REVIEW

2.1 *Human Resource Management*

Human Resource Management (HRM) is the process of managing people in an organization which includes planning, recruitment, selection, training, development, compensation, career management, occupational health and safety, as well as maintaining industrial relations up to termination of employment. According to [4], management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Meanwhile, according to [1], HRM is a way of managing the relationships and roles of the workforce efficiently and effectively to achieve the goals of the company, business actors and society. HRM functions to ensure that the organization's workforce can contribute optimally in achieving company goals and individual development.

2.2 *Employee performance*

Employee performance is the work result achieved by a person in carrying out the tasks assigned based on skill, effort and opportunity. According to [5], performance is the work results achieved by someone in carrying out their duties. Meanwhile, according to [6], performance is the results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period. Factors that influence employee performance include abilities and skills, knowledge, work design, personality, work motivation, organizational culture, leadership, job satisfaction, work environment, loyalty, commitment and work discipline. Performance indicators include quality, quantity, time, cost reduction, and control.

2.3 Training

Training is the process of forming and equipping employees with the skills, abilities, knowledge and behavior needed to improve their performance. According to [2], training is a series of individual activities to systematically improve skills and knowledge so that they have professional performance in their field. [6] states that training is needed to improve mastery of various skills and techniques for carrying out certain work. Factors that influence training include training participants, instructors/trainers, training materials, training location, training environment, and training time. Training indicators include training programs, training materials, training methods, trainers and training participants.

2.4 Work motivation

Work motivation is the urge that arises within a person to carry out activities sincerely, happily and seriously so that the results obtained are of high quality. According to [1], work motivation is the provision of motivation that creates enthusiasm for work so that someone is willing to work together, work effectively, and integrate with all efforts to achieve satisfaction. Factors that influence work motivation include internal factors such as the desire to live, belong, gain appreciation, recognition and power, as well as external factors such as a pleasant work environment, adequate compensation, good supervision, job security, status and responsibility, and flexible regulations. Indicators of work motivation according to [3] includes responsibility, work performance, opportunities for advancement, recognition for work, and challenging work.

2.5 Work Discipline

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. According to [7], discipline is a person's behavior in accordance with existing work regulations and procedures. [5] adding that work discipline includes awareness of obeying all regulations and being aware of one's duties and responsibilities. Factors that influence work discipline include goals and abilities, leadership example, remuneration, justice, inherent supervision (waskat), punitive sanctions, firmness, and human relations. Indicators of labor discipline according to [7] includes compliance with time rules, company regulations, rules of behavior at work, and other regulations in the company.

2.6 Hypothesis Development

Based on theoretical and empirical studies, the hypotheses proposed in this research are: (H1) Training, work motivation and work discipline simultaneously influence

employee performance; (H2) Training influences employee performance; (H3) Work motivation influences employee performance; (H4) Work discipline influences employee performance. This hypothesis is based on previous research which shows that training, motivation and work discipline have a positive and significant influence on employee performance.

3. METHODS

3.1 Research Objects and Research Locations

The objects of this research are training, work motivation, work discipline and employee performance. The research subjects were employees of PT. Maya Gapura Intan which is located on Jalan Soekarno-Hatta St.No.768, Cibiru Bandung Raya Roundabout, Cipadung Kidul, Panyileukan, Bandung City, West Java 40614, Bandung City, West Java.

3.2 Research design

This research design uses descriptive and verification methods. According to [8], research design is a plan for collecting, measuring, and analyzing data based on research questions. Descriptive research is used to answer problem formulations related to independent variables, while verification research aims to test theories and create hypothesis status in the form of scientific methods. [9]. This research uses a quantitative approach, where all information is expressed in the form of numbers, from data collection to statistical analysis.

3.3 Research Variables and Operational Definition of Variables

According to [9], research variables are attributes or properties of people, objects, or activities that have certain variations that are determined to be studied and conclusions drawn. This research uses two types of variables:

- 1) **Independent Variable:** Training (X1), Work Motivation (X2), and Work Discipline (X3).
- 2) **Dependent Variable:** Employee Performance (Y).

Operational Definition of Variables

- 1) **Training (X1):** A series of individual activities to systematically improve skills and knowledge [10]. Indicators: Training Program, Training Materials, Training Methods, Trainers, and Training Participants.
- 2) **Work Motivation (X2):** Encouragement of the need within employees to adapt to the environment and achieve goals [3]. Indicators: Responsibility, Work Performance, Opportunities for Advancement, Recognition for Performance, and Challenging Work.
- 3) **Work Discipline (X3):** Behavior that is in accordance with work regulations and procedures [7]. Indicators: Comply with Time Rules, Comply with Company Rules, Comply with Work Rules, and Comply with Other Regulations in the Company.
- 4) **Employee Performance (Y):** Results and work behavior that have been achieved in completing tasks and responsibilities[6]. Indicators: Quality, Quantity, Time, Cost Emphasis, and Control.

3.4 Population, Sample, and Sample Determination

1. Population

The population in this study were employees of PT. Maya Gapura Intan, totaling 43 people [11].

2. Samples and Sampling Techniques

The sampling technique uses a type of non-probability sampling, namely saturated sampling. According to [11], saturated sampling is a sampling technique in which all members of the population are used as samples. Therefore, the sample in this study was all employees of PT. Maya Gapura Intan as many as 43 people.

3.5 Method of collecting data

1. Data Types and Sources

This research uses primary and secondary data:

- 1) **Primary data:** Obtained through a questionnaire given to respondents at the research location.
- 2) **Secondary Data:** Obtained from written evidence or company documentation, literature, previous research results, and other relevant data.

2. Data Collection Procedures

- 1) **Field Study (Field Research):** Collect data directly at the research location through interviews, questionnaires and observations.
- 2) **Literature review:** Collect data from literature, books, journals, and data from the internet.

3.6 Instrument Testing Methods

1. Validity test

According to [11], validity test is a test to ensure that the data collected is in accordance with the actual data. Measurements were carried out using Pearson Product Moment correlation with the help of SPSS.

2. Reliability Test

According to [11], reliability is a measurement that shows the consistency of measurement results when used on the same subject. Reliability testing uses the Cronbach Alpha formula with the criterion that an alpha value ≥ 0.60 indicates a reliable instrument.

3. Classic assumption test

The classic assumption test is carried out before regression analysis to ensure the regression model meets the requirements. The tests carried out include normality, multicollinearity and heteroscedasticity tests.

- 1) **Normality test:** Using Kolmogorov-Smirnov to ensure the residuals are normally distributed.
- 2) **Multicollinearity Test:** Using VIF and Tolerance values to ensure there is no high correlation between independent variables.
- 3) **Heteroscedasticity Test:** Using a scatterplot to ensure there are no particular patterns that show heteroscedasticity.

3.7 Data Analysis Methods

1. Descriptive Analysis

Descriptive analysis is used to describe or describe the data that has been collected as it is without generalization [11]. Data were analyzed using a Likert scale to measure respondents' attitudes, opinions and perceptions.

2. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the relationship between several independent variables and the dependent variable. The regression equation used is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

3. Multiple Correlation Coefficient Analysis

Correlation analysis is used to determine the relationship between the independent variable and the dependent variable. The correlation coefficient is calculated to determine the level of relationship between variables.

4. Coefficient of Determination Analysis (R^2)

The coefficient of determination is used to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination formula is:

$$KD=r^2 \times 100\% \quad KD=r^2 \times 100\%$$

5. Hypothesis testing

Hypothesis testing is carried out using the F test and t test:

- 1) **F test:** Used to find out whether the independent variables together have an effect on the dependent variable.
- 2) **t test:** Used to determine the influence of each independent variable on the dependent variable partially.

Hypothesis testing criteria are:

- 3) If $F_{hitung} > F_{tabel}$ or $t_{hitung} > t_{tabel}$ then the alternative hypothesis (H_a) is accepted, which means there is a significant influence between the independent variable and the dependent variable.
- 4) If $F_{hitung} \leq F_{tabel}$ or $t_{hitung} \leq t_{tabel}$ then the null hypothesis (H_o) is accepted, which means there is no significant influence between the independent variable and the dependent variable.

With this comprehensive research method, it is hoped that the research can provide valid and reliable results in examining the influence of training, work motivation and work discipline on the performance of PT employees. Maya Gapura Intan.

4. RESULTS AND DISCUSSION

4.1 Research Objects and Locations

1. Company history

PT. Maya Gapura Intan (MGI) is a transportation services company founded in 2003 in Bandung, West Java. Founded by Mr. H.Asep Eris Mahpud and Mr. H.Azis Rismaya Mahpud, MGI operates on a land area of 10,000 m². This company is known because its buses do not stop in the middle of the journey to add passengers, prohibit buskers and hawkers, and provide comfortable facilities. MGI buses use bright blue as their trademark.

4.2 Employee Responses to Research Variables

1. Employee Responses Regarding Employee Performance Variables

Based on the questionnaire, the average employee response regarding employee performance shows the adequate category (2.96). However, there are indications that the quantity of work output is still low (2.23). This shows the need to increase the completion of work according to the standard amount set by the company.

2. Employee Responses Regarding Training Variables

The average employee response regarding training shows the good category (3.28). The training program and training methods were rated as good, but the training participants were rated as poor (2.33), indicating the need for a review in selecting training participants who meet the qualifications.

3. Employee Responses Regarding Work Motivation Variables

The average employee response regarding work motivation shows the sufficient category (2.48). However, work performance (2.03) and recognition of performance (2.53) were rated low, indicating the need to increase rewards and recognition for employees who excel.

4. Employee Responses Regarding Work Discipline Variables

The average employee response regarding work discipline shows the sufficient category (2.91). However, discipline regarding time regulations (2.17) is considered not good, indicating the need to increase time discipline among employees.

4.4 Multiple Linear Regression Analysis

The results of multiple linear regression show that training, work motivation and work discipline have a positive and significant effect on the performance of PT employees. Maya Gapura Intan with the regression equation:

$$Y=7.341+0.184X_1+0.279X_2+0.424X_3+\epsilon$$

Where Y is employee performance, X_1 is training, X_2 is work motivation, and X_3 is work discipline. The constant value of 7.341 indicates that without any changes in the independent variables, employee performance remains positive.

1. Multiple Correlation Analysis

Mark R amounting to 0.821 shows a very strong relationship between training, work motivation and work discipline on employee performance. This means that the better the training, work motivation and work discipline, the higher the employee's performance.

2. Coefficient of Determination

Mark R^2 of 0.675 indicates that 67.5% of the variation in employee performance can be explained by the variables of training, work motivation and work discipline. The remaining 32.5% is explained by other factors not studied.

3. Hypothesis testing

Simultaneous Test (F Test)

The results of the F test show that training, work motivation, and work discipline have a positive and significant effect on employee performance together $F_{hitung}=26,946$ $F_{count}=26,946$ is greater than $F_{tabel}=2,840$ $F_{table}=2,840$.

Partial Test (t Test)

The t test results show that:

- 1) Training has a positive and significant effect on employee performance with $t_{hitung}=2.465$ $t_{count}=2.465$ is greater than $t_{tabel}=2.022$ $t_{table}=2.022$.
- 2) Work motivation has a positive and significant effect on employee performance $t_{hitung}=2.755$ $t_{count}=2.755$ greater than $t_{tabel}=2.022$ $t_{table}=2.022$.
- 3) Work discipline has a positive and significant effect on employee performance $t_{hitung}=2,591$ $t_{count}=2,591$ greater than $t_{tabel}=2.022$ $t_{table}=2.022$.

From the results of this analysis, it can be concluded that training, work motivation and work discipline have a significant effect on the performance of PT employees. Maya Gapura Intan. Work motivation is the most dominant variable influencing employee performance. Therefore, companies need to focus on increasing work motivation, as well as continuing training and improving work discipline to improve overall employee performance.

CONCLUSION

Based on research that has been conducted regarding training, work motivation and work discipline on employee performance at PT Maya Gapura Intan, it can be concluded as follows:

1. Employee responses to training, work motivation and work discipline on employee performance at PT Maya Gapura Intan are as follows:
 - a. Employee responses to training are in the good category. The highest indicator is the method and the lowest indicator is the training participants.
 - b. Employee responses to work motivation are included in the sufficient category. The highest indicator is responsibility and the lowest indicator is work performance.
 - c. Employee responses to work discipline are in the good category. The highest indicator is compliance with other regulations in the company and the lowest indicator is compliance with time regulations.
 - d. Employee responses to employee performance are included in the sufficient category. The highest indicator is supervision and the lowest indicator is quantity.
2. Simultaneous test results, training, work motivation and work discipline have a positive and significant effect on employee performance.
3. Partial test results:
 - a. Training has a positive and significant effect on employee performance at PT. Maya Gapura Intan Bandung.
 - b. Work motivation has a positive and significant effect on employee performance at PT. Maya Gapura Intan Bandung.
 - c. Work discipline has a positive and significant effect on employee performance at PT. Maya Gapura Intan Bandung.

SUGGESTION

Based on the research results and conclusions obtained, there are several things that need to be considered. The author makes the following suggestions:

1. In the training variable, the statement item with the lowest value is the training participant indicator. This means that companies should provide continuous training programs to employees, both permanent and new employees, and include training for both new and permanent employees. Companies must provide motivation so that employees feel that the company cares so that employees are enthusiastic about carrying out training and improving performance for the company.
2. In the work motivation variable, the statement item with the lowest value is work performance. In this case, it is best for companies to provide awards in the form of rewards or provide opportunities for promotion so that employees feel appreciated that the work results given to the company can improve work performance and encourage employee morale.
3. In the work discipline variable, the statement item with the lowest value is obeying time rules. In this case, it is best for the company to provide firmness and always supervise employees so that employees can work according to the set arrival time. Apart from that, companies must provide encouragement to employees such as providing rewards or incentives so that employees can be enthusiastic about working.

4. In the employee performance variable, the statement item with the lowest value is quantity. This means that companies should conduct performance assessments or evaluate and compare performance results once a week or several times a month and companies should provide encouragement to employees such as providing sufficient motivation and training so that employees are enthusiastic in carrying out the work assigned to them.
5. For further research, other variables can be added that can influence performance, including work environment, job satisfaction, organizational culture, leadership style.

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