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**THE INFLUENCE OF WORK TRAINING, COMPETENCE AND  
DISCIPLINE OF WORK ON EMPLOYEE PERFORMANCE IN PT.  
LESTARINDO PERKASA**

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**Abstract**

The development of increasingly sophisticated technology requires all people to be able to follow these developments, not least the human resources in a company. These changes require individuals to think creatively, work fast, and be right to be a person who is able to compete. In addition, job training, competence and work discipline in an organization are also things that can affect employee performance. This study aims to determine how much influence the job training, competence and work discipline on employee performance at PT. Lestarindo Perkasa. This type of research is quantitative. With a population of employees at PT. Lestarindo Perkasa and sampling with saturated sampling techniques with a total sample of 75 respondents. For data collection including observation, questionnaire distribution and study of literature. The analytical methods used are validity test, reliability test, classic assumption test, multiple linear analysis and hypothesis testing. T test results showed that the t value was 2.028 with a significant value of 0.046 which means that the first hypothesis was accepted and partially showed that there was a positive and significant influence between job training on employee performance. The competency variable obtained the results of the t test with a calculated t value of 2.812 and a significant value of 0.006 which means that the second hypothesis was accepted and showed that there was a positive and significant effect between competencies on employee performance. Work discipline variables obtain the results of t test with a calculated value of 2.159 and a significant value of 0.034, which means the third hypothesis is accepted and shows that there is a positive and significant influence between work discipline on employee performance and it can be concluded that the contribution of work training, competence and work discipline to employee performance together is 34.7% while the remaining 65.3% is influenced by other variables not included in this study at PT. Lestarindo Perkasa.

*Keywords: Job Training, Competence, Work Discipline, Employee Performance.*

**1. Introduction**

The development of increasingly sophisticated technology requires all people to be able to follow these developments, not least the human resources in a company. The amount of competition that occurs in this era of globalization is one of which occurs in the economic field. Employee performance is the main thing that is seen by the company to conduct work evaluation and evaluation. Therefore employee performance is considered

as the most important part by the company because it is directly related to the results of the capabilities and skills of all the company's human resources which are the main brains of the company to help achieve the company's main objectives (Citraningtyas and Djastuti, 2017).

One way to develop the performance of employees in the company is by holding a training program. Training is really needed in order to improve the quality of human resources in advancing the company, and is one of the most important factors in competition both from within and from abroad, the rapid development of circumstances, science and technology within a company needs to be balanced with efforts to develop human resources that function to handle and run the wheels of the company (Bolung et al., 2018).

PT. Lestarindo Perkasa is a company engaged in reconditioning services, this company has been running for a long time in the Bekasi Regency area and continues to grow until now, so it is very interesting to find out more information about this company. One of the concerns of the management of PT. Lestarindo Perkasa in the preparation of policies relating to employee performance, namely improving work training, competence and work discipline. The quality of human resources is determined by the extent to which the system in the field of human resources is able to support and satisfy the performance of employees and companies. In this case job training is needed in this company so that employee performance is increasingly optimal.

Job training at PT. Lestarindo Perkasa is rarely done, even though in ISO 9001: 2015 provisions, job training should be held at least three times in one year. This can be seen in Table 1 below.

**Table 1. Training Company**

<b>Training</b>	<b>Part A</b>	<b>Part B</b>	<b>Part C</b>	<b>Part D</b>
2017	2	1	1	1
2018	1	1	1	1
2019	-	1	1	2

*Source: PT. Training Data Lestarindo Perkasa*

Work competence and discipline also need to get more attention in this company, because there are still many employees who have relatively low competence in terms of understanding and work skills. Work discipline is still lacking, there are some employees who still come and go home not according to the working hours that have been determined by the company.

Through training, organizational management will obtain important input in facing challenges in the competitive era, where employees will have unique abilities and skills to complete the work they are carrying. The results of previous studies by Bolung et al (2018) resulted in the conclusion that the independent variable (training) had a positive and significant effect on employee performance.

Then, competence also becomes important to achieve goals in a company. The results of previous studies by Solehatusya'diah (2017) concluded that the correlation coefficient values indicate that competence has a very strong influence on employee performance.

Training and competence are not enough, work discipline can also be said as an effort to improve employee performance in a company. With high work discipline, making it easier for organizations to achieve their goals, if employees have work discipline, employees will work effectively and be able to efficiently work time so that deviations will not occur that can harm the organization and can improve the performance of the employees themselves (Arifudin, 2018).

Previous research conducted by Astutik (2016) produced conclusions. From the results of the study it can be concluded that Work Discipline (X1) and Organizational Culture (X2) had a positive and significant effect on employee performance at the Secretariat of the Regional Representative Council of Jombang, both partially and jointly -same.

In line with the description above, PT. Lestarindo Perkasa engaged in reconditioning services must be continuous and continuous in carrying out employee education and training, so that the skills, skills and attitudes of employees improve so that each job will be more easily completed on time and on target which will ultimately increase company productivity and profitability . This research was made to examine these four things, namely job training, competence and work discipline on employee performance.

From the phenomena in PT. Lestarindo Perkasa and based on relevant previous research, the writer is interested in researching about "The Effect of Job Training, Work Competence and Discipline on Employee Performance at PT. Lestarindo Perkasa. "The formulation of the problem in this study is (1) Whether optimal work training can affect the performance of employees of PT. Lestarindo Perkasa ?; (2) Does high competence can affect the performance of employees of PT. Lestarindo Perkasa ?; (3) Does the high work discipline can affect the performance of the employees of PT. Lestarindo Perkasa?

## **2. Literature Review**

According to Gomes (2003) in Bolung et al. (2018), argues that training is every effort to improve the performance of workers in a particular job that is the responsibility. According to him the term training is often equated with the term development, the difference is that training is directly related to work performance on the current job, whereas development is not necessary, development has a wider scope and is desirable with training. According to Mangkunegara (2006) in Bolung et al. (2018) there are six indicators in job training including:

- 1) Instructor: Instructors or trainers in charge of providing material must have standards or qualifications according to their fields and competencies. It aims to increase employee skills.
- 2) Participants: Training participants must, of course, be selected based on certain requirements and appropriate qualifications.
- 3) Training material: HR training is a material or curriculum that is consistent with the objectives of HR training.
- 4) Method: The training method will better guarantee that an effective HR training activity will take place if it is in accordance with the type of material and components of the training participants.
- 5) Objectives: Training is a determined goal, specifically related to the preparation of the action plan (Action play) and setting goals.
- 6) Targets: Training objectives must be determined with detailed and measurable criteria.

According to Rivai and Sagala (2010) referred to by Anggreany M (2017), competence is the ability of employees, in which there is knowledge, skills and attitudes, in completing a job or in accordance with established performance standards. According to Mangkunegara (2005) in Solehatusya'diah (2017) indicator of one's competence can be seen from:

- 1) Knowledge: Knowledge, that is awareness in the possession of knowledge, for example employees know how to identify Not Good items, and how to do work according to Standard Operational Procedure.
- 2) Understanding: Understanding, namely the depth of knowledge, effectiveness possessed by individuals, for example an employee who will carry out work must have a good understanding of the characteristics and conditions of work, in order to carry out work effectively and efficiently.
- 3) Skills: Skills are something that are owned by individuals to perform tasks or jobs that are assigned to them, for example employee skills in choosing, and making work aids to provide ease of work.

Discipline when it is one with itself, then the attitude or action that is done is no longer or not felt at all as a burden, even on the contrary it will burden him when he does not do as he should. Hasibuan (2007) in Astutik (2016) defines discipline as one's awareness and willingness to obey all social regulations and norms that exist in a government organization. Awareness is a rule that is obeyed by someone with a sincere or voluntary and aware of their duties and responsibilities.

According to Rivai (2005) in Astutik (2016), work discipline has five indicators, namely:

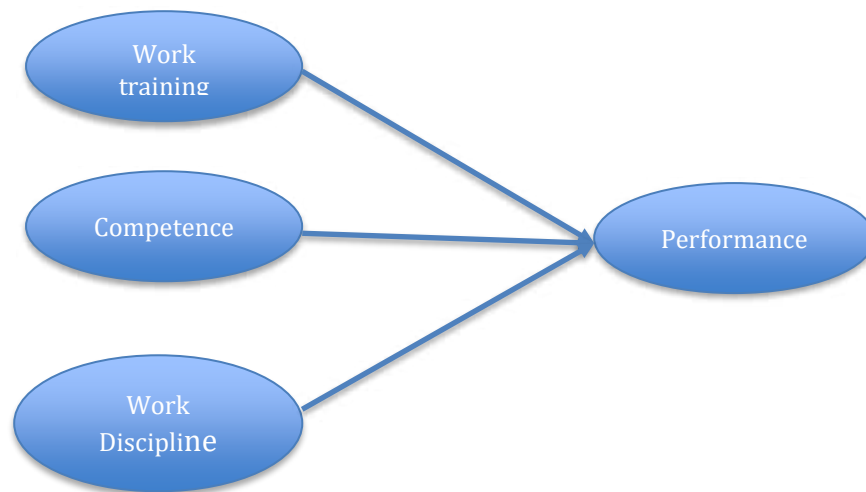
- 1) Attendance: This is a fundamental indicator to measure discipline, and usually employees who have low work discipline are accustomed to being late to coming or going home early at work.

- 2) Compliance with Obligations and Work Rules: Employees who obey the work rules will not neglect work procedures and will always follow the work guidelines set by the organization.
- 3) Compliance with Work Standards: This can be seen through the amount of employee responsibility for the tasks assigned to him.
- 4) High level of vigilance: Employees possessing high vigilance will always be careful, calculating and careful in their work and always use something effectively and efficiently.
- 5) Ethical Work: Some employees may take rude actions to other employees or engage in inappropriate actions. This is a form of disciplinary action, so working as a manifestation of employee work discipline.

According to Hasibuan (2012) in Bolung et al. (2018) Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time, for most organizations, the performance of individual employees is a major factor determining organizational success. Mangkunegara (2009) in Bolung et al. (2018) suggested that performance indicators, namely:

- 1) Quality: Quality of work is how well an employee does what is supposed to be done.
- 2) Quantity: The quantity of work that is how long an employee works in one day, which can be assessed from the work speed of each employee.
- 3) Execution of Tasks: Execution of tasks is how far the employee is able to do his job accurately or there are no mistakes.
- 4) Responsibility: Responsibility for work is an awareness of the employee's obligations to carry out the work given by the company.

### **Framework**



*Figure 1. Research Framework*

Source: Processed research data, 2019.

### **Hypothesis:**

Based on the research objectives, the theoretical basis and framework of thought can be proposed as follows:

Hypothesis 1: The Effect of Job Training on Employee Performance

Hypothesis 2: Effect of Competence on Employee Performance

Hypothesis 3: Effect of Work Discipline on Employee Performance

**3. Methods**

This research is a quantitative research. The sample in this study were all employees at PT. Lestarindo Perkasa which numbered 75 people. Data analysis methods used in this research are instrument test (validity test, and reliability test), classic assumption test, multiple linear regression test and hypothesis test (t test) using SPSS 22.

**4. Results and Discussion**

**Reliability Test**

**Table 2. Reliability Test**

No	Variable	Cronbach's Alpha	Status
1	Work Training	0,919	Reliable
2	Competence	0,762	Reliable
3	Work Discipline	0,741	Reliable
4	Performance	0,825	Reliable

Source: Processed research data, 2019.

From the trials that have been carried out it can be seen that the results of Cronbach's Alpha each variable is more than the minimum standard specified, namely 0.6, the variables of job training, competence, work discipline and employee performance can be said to be reliable.

**Hypothesis Test Results**

**Table 3. R value**

No	Variable	R Value	R Table	Status
1	Work Training	0,648	0,230	Valid
2	Competence	0,584	0,230	Valid
3	Work Discipline	0,471	0,230	Valid
4	Performance	0,580	0,230	Valid

Source: Processed research data, 2019.

**Table 4. Decision**

Code	Hypothesis	T Value	Decision
H1	Job Training has a positive and significant effect on Employee Performance at PT. Lestarindo Perkasa	2,028	Accepted
H2	Competence has a positive and significant effect on employee performance at PT. Lestarindo Perkasa	2,812	Accepted
H3	Work Discipline has a positive and significant effect on Employee Performance at PT. Lestarindo Perkasa	2,159	Accepted

Source: Processed research data, 2019.

**Table 5. Coefficients**

Model	B	t	Sig.
Constant	10.424	1.489	.141
Work Training	.151	2.028	.046
Competence	.411	2.812	.006
Work Discipline	.220	2.159	.034

Source: Processed research data, 2019.

## Discussion

### 1. Effect of Job Training on Employee Performance

Multiple linear regression equations are performed to predict how high the value of Employee Performance when the Job Training value changes based on multiple linear regression analysis obtained by the equation  $Y = 10.424 + 0.151X_1$ . This means that if Job Training is improved, Employee Performance will also increase.

Calculation of the coefficient of determination that is attached, it can be seen that the percentage of the influence of the independent variable Job Training, Work Competence and Discipline on the Employee Performance dependent variable is 34.7% while the remaining 65.3% is influenced by other variables not examined in this research model.

Based on the test results on the t test that is tcount of 2.028 with a significance level of 0.046 which means  $t_{count} > t_{table}$  and  $sig < 0.05$ . This means that the hypothesis proposed by the author is accepted, that there is a positive and significant influence between the variables of Job Training on Employee Performance at PT. Lestarindo Perkasa.

This is supported by the existence of answers from respondents through statements in the written questionnaire that the Work Training material provided can add insight and knowledge to employees and the training methods provided are very easy to understand. However, there were some respondents who answered that the Work Training material provided did not add insight and knowledge to the employee and the delivery method was difficult to understand.

The results of this study are consistent with previous research conducted by Bolung et al (2018) which states there is a positive and significant relationship between Job Training and Employee Performance. Likewise with research conducted by Thaief et al (2015) which states that Job Training has a positive and significant relationship to Employee Performance. So it can be concluded that Job Training has a positive effect and has an important influence in improving Employee Performance at PT. Lestarindo Perkasa.

### 2. Effect of Competence on Employee Performance

Multiple linear regression equations are performed to predict how high the Employee Performance value is if the Competency value changes based on multiple linear regression analysis obtained by the equation  $Y = 10.424 + 0.411X_2$ . This means that if Competency is improved, Employee Performance will also increase. Calculation of the coefficient of determination that is attached, it can be seen that the percentage of the influence of the independent variable Job Training, Work Competence and Discipline on the Employee Performance dependent variable is 34.7% while the remaining 65.3% is influenced by other variables not examined in this research model.

Based on the test results on the t test that is tcount of 2.812 with a significance level of 0.006 which means  $t_{count} > t_{table}$  and  $sig < 0.05$ . This means that the hypothesis proposed by the author is accepted, that there is a positive and significant effect between the Competency variables on Employee Performance at PT. Lestarindo Perkasa.

This is supported by the existence of answers from respondents through statements in the written questionnaire that high competence can make employees have good knowledge is in accordance with company standards and is able to work with colleagues, but there are some respondents who answer that high competence does not make employees have knowledge that is in accordance with company standards and does not make employees able to work with colleagues.

The results of this study are consistent with previous research conducted by Sholehatusya'diah (2017) which shows that competence is capable of influencing employee performance. Likewise with research conducted by Jeffrey and Ruliyanto (2017) which shows that competence has a positive and significant effect on employee performance. So it can be concluded Competence has a positive effect and has an important influence in improving employee performance at PT. Lestarindo Perkasa.

### *3. Effect of Work Discipline on Employee Performance*

Multiple linear regression equations are performed to predict how high the value of employee performance when the value of Work Discipline changes based on multiple linear regression analysis obtained by the equation  $Y = 10.424 + 0.220X_3$ . This means that if Work Discipline is improved, Employee Performance will also increase.

Calculation of the coefficient of determination that is attached, it can be seen that the percentage of the influence of the independent variable Job Training, Work Competence and Discipline on the Employee Performance dependent variable is 34.7% while the remaining 65.3% is influenced by other variables not examined in this research model.

Based on the test results on the t test that is tcount of 2.159 with a significance level of 0.034 which means  $t_{count} > t_{table}$  and  $sig < 0.05$ . This means that the hypothesis proposed by the author is accepted, that there is a positive and significant influence between the Work Discipline variable on Employee Performance at PT. Lestarindo Perkasa.

This is supported by the existence of answers from respondents through statements in the written questionnaire that High Discipline can make employees work always focus so that no mistakes occur and each employee can always respect the opinions of others, but there are some respondents who answer that Work Discipline High does not make employees work always focused and can not always respect the opinions of others.

The results of this study are consistent with previous research conducted by Astutik (2016) which shows that work discipline has a positive and significant effect on employee performance. Likewise with research conducted by Noel et al (2017) which shows that Work Discipline has a positive and significant effect on employee performance. So it can be concluded that Work Discipline has a positive effect and has an important influence in improving employee performance at PT. Lestarindo Perkasa.

## **5. Conclusion**

Optimal Work Training can improve Employee Performance at PT. Lestarindo Perkasa. The partial T test results showed that the Work Training variable contained a tcount of 2.028 and a ttable of 1.994 then  $H_{o1}$  was rejected, where tcount was greater than ttable with a significant level of 0.046 smaller than 0.05. So it can be concluded that there is a positive and significant influence between Job Training on Employee Performance. High competence can improve employee performance at PT. Lestarindo Perkasa. The partial T test results showed that the Competency variable contained a tcount of 2.812 and a ttable of 1.994 then  $H_{o2}$  was rejected, where tcount was greater than ttable with a significant level of 0.006 smaller than 0.05. So it can be concluded that there is a positive and significant effect between Competence on Employee Performance. High work discipline can improve employee performance at PT. Lestarindo Perkasa. T-test results partially show that the

Work Discipline variable has a t-value of 2.159 and a t-table value of 1.994 then Ho3 is rejected, where t-count is greater than ttable with a significant level of 0.034 less than 0.05. So it can be concluded that there is a positive and significant influence between Work Discipline on Employee Performance.

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