


The Effect of Work Discipline and Training on Employee Performance: A Case in a Power Plant Company in North Sumatera, Indonesia

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<p>*Corresponding author <i>Chandra Tobing</i></p> <p>Article History <i>Received: 17.12.2018</i> <i>Accepted: 26.12.2018</i> <i>Published: 30.12.2018</i></p> <p>DOI: 10.21276/sjbms.2018.3.12.12</p> 	<p>Abstract: The purpose of this study is to investigate the effect of work discipline and training on employee performance. This type of research is quantitative associative. Population in this research is all employees of production section totaling 61 people. Method of data analysis in this research is multiple linear regression model. In the data processing process, the author used Statistical software Product and Service Solution (SPSS). The finding of the results are work discipline has a significant effect on employee performance; training has a significant effect on employee performance. Research has proven work discipline, and training simultaneously have a significant effect on employee performance. Employment discipline will increase if the written framework, work standards, monitoring and the provision of material and non-material compensation are evaluated and the company applies. The authors recommend that the company enable written and clear job descriptions, written work standards, improve monitoring and provide material and non-material compensation, to increase employee performance. Companies should increase the intensity of employee training, the skills, the productivity of the employees are constantly growing.</p> <p>Keywords: Performance, Work-Discipline, Training, Power Plant, Employee.</p>
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INTRODUCTION

Organizations are a social entity that is accommodated based on the organizational structure. The successful organization is more influenced by the role of the members' performance. The successful corporate performance achievement is the result of individual performance in an organization, if individuals in the organization are good, then the performance of individual will certainly be good. Therefore, every organization, either in private and government which is required to be able to optimize and manage human resources well. Human resources have a key role in the company in which they have given their minds, talents, creativity, and effort to the company. Human resources which have good performance allow for the achievement of organizational goals. Achieving company goals does not depend on modern equipment, complete infrastructure but more dependent on employees who work. Human resources are the key to the success of the company, as basically human resources are designing, installing, operating and maintaining an integral system of the company [1].

Unfortunately, there is a disadvantage in a power plant in Medan. Nowadays the company has a problem with production. Expected production yields cannot be realized to the maximum, and that has been a serious concern for the company's management. An interview with the operations manager revealed that there had been a decline in employee performance today. Several factors are suspected to have triggered the cause of employee performance decline, among others, the problem of low staff skills in completing basic tasks and discipline.

Based on interviews and problem identification, the authors formulate several hypotheses in this study are as follows:

H1: Work discipline has a significant effect on the performance of employees in Power Plants Company.

H2: Training has a significant effect on the performance of employees in power plants Company

H3: Work discipline and Training have a significant effect on the performance of employees in Power Plants Company simultaneously.

LITERATURE REVIEW

Performance

Performance is the result of the work achieved by a person or group of people within an organization, quantitative and qualitative, by their respective authorities and responsibilities, to achieve the objectives of the organization in a legal, non-violent manner and accordance with morals and ethics [2]. Some of the fundamental aspects of performance measurement are as follows: (1) Define organizational goals, goals, and strategies, by generally specifying what targets and goals of the company regarding purpose, vision, and mission. (2) Formulate performance indicators and performance measures that refer to indirect performance assessments, while performance indicators refer to critical success performance measurements and key performance indicators. (3) Measuring achievement goals and organizational goals, analyzing performance measurement results that can be implemented by comparing the goal achievement goals, and organizational goals. (4) Evaluate performance by assessing organizational advancement and quality decision making, giving a picture or result to the organization to find out the chances of success and to evaluate the steps the organization will take in the future. As an organization, the company has the goal of making a profit. Organizations may operate due to activities or activities performed by employees in the organization [3], the factors affecting employee performance are as follows: (1) Effectiveness and Efficiency; in relation to organizational performance, the good measure of poor performance is measured by the effectiveness and efficiency, mentioned effectively when achieving the goal, mentioned efficiently if it satisfies as a driving force for achieving effective or irrelevant goals in achieving organizational goals. (2) Authority and Responsibility; in a good organization, the authority and responsibility have been properly delegated, in the absence of a task. Each employee in the organization knows what his / her rights and responsibilities are for achieving organizational goals, the clarity of authority and the responsibility of everyone within an organization will support the performance of the employee. (3) Discipline; in general the discipline shows a condition or respectful attitude of employees to the rules and regulations of the company, discipline includes respect and respect for agreements made between companies and employees. Thus, if the rules or provisions of the company are neglected or often violated, employees have poor discipline, on the contrary when employees are subject to the company's stipulation then they have good discipline, discipline issues of employees in the organization, such as leaders and employees will give a pattern to the organization's performance. The organizational performance will be achieved if individual performance or group

performance can be improved. (4) Initiative; related to thinking, creativity in the form of ideas to plan something related to organizational goals, every initiative should get the attention or positive response from the manager.

Work Discipline

An essential key role of human resources is reflected in discipline behavior. Discipline has a substantial impact on an organization in achieving success and pursuing a planned goal. All policies are meaningless if they are not supported by the executives. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to raise awareness and willingness to comply with all corporate regulations and applicable social norms [4]. Keith Davis in Mangkunegara [5] argues that "Discipline is management action to enforce organization standards". Discipline is also a condition that causes or encourages employees to do and do all activities by established norms or rules.[6] Mentions that factors affecting employee discipline are as follows: (1) The amount of compensation provided. The amount of compensation can affect the upholding of discipline, employees will comply with any applicable regulations, if they feel that they are entitled to a reward for the service rendered to the company. If they receive adequate compensation, they will be able to work calmly and diligently, and always try to work as well as possible, but if they feel the compensation they receive that is far from adequate, they will think duplicate and strive to find additional income outside to cause he often missed, often asked permission to leave the workplace. (2) Existing leadership in a company. Exemplary leaders are essential in a company because in the corporate environment all employees will always pay attention to how leaders can uphold their discipline and how they can control themselves from speech, deeds, and attitudes that can harm the established disciplinary rules. For example, if the working hours rule is 08:00, then the leader will not enter for work late from the set time. Exemplary leadership has a huge role in the company, even very dominant compared to all the factors that influence discipline within the company. The reason is that the leader in a company is still a role model of the employees, the subordinates will always imitate what he sees every day whatever his leaders make. (3) Certain rules can be used. Discipline construction will not be possible in a company if there is no written rule to be shared. Discipline cannot be enforced when the rules are made only based on verbal instructions that can vary according to the conditions and situations. Employees will be willing to discipline when there are clear rules and informed them, if the rules of discipline are only under their appetite, or apply to certain persons, do not expect employees to comply with the rules. Therefore, discipline will be enforced in a company, if any written agreement has been agreed. (4) Leaders dare to take action. If any employee is in

breach of discipline, then it is necessary to have the courage of the leader to take appropriate action on the level of the infringement he made. With any act of disciplinary breach, by existing sanctions then all employees will feel protected and will promise to do no such thing. (5) There is leadership supervision. In each activity, the company needs supervision that will direct employees to carry out the work properly and under the rules. However, it has become human nature that they always want to be free, without being bound by any rules. With the supervision then a few employees will be accustomed to working discipline. (6) Attention to employees. The employee is a human being who has a different character between one and the other. An employee is not only satisfied with high acceptance, challenging job but also still needs great attention from the leader. Their complaints and difficulties are to be heard, and their solutions are sought, and leaders who have paid great attention to their employees will be able to create a good working discipline. (7). Creating habits that support the upholding of discipline, the positive habits include a) Mutual respect; b) Praise, according to the place and the time; c) Often involve employees in meetings; d) Notify if they want to leave a place to a co-worker.

Training

Training prepares people to do their present job and development prepares employees needed knowledge, skill, and attitude [7]. Training is one of the current forms of employee development, while the goal is to improve knowledge, skills, and attitudes [1, 8] believes that training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to improve employee performance. [9] Argues that training is a short-term educational process utilizing a systematic and organized procedure by which non-managerial personal learns technical knowledge and skills for a definite purpose. Development, about staffing and the personal matter, is a long-term educational process utilizing a systematic and organized procedure by which managerial personal learns conceptual and theoretical knowledge for the general purpose. The target of training and development of human resources is as follows [6]: 1) Increase Work Productivity; training can improve job performance in the current position. If the level of performance increases, it will result in increased productivity and profitability for the company. 2) Improve work quality; improved quality and quantity. The knowledgeable workforce will be better and will make fewer mistakes

in the organization. 3) Improve accuracy in human resource planning; good training can prepare the workforce for the future. If there are vacancies, it will easily be filled by the inside of the company itself. 4) Improve Moral Work; ff the company holds the right training program then the climate and atmosphere of the organization will generally be better. With a healthy working climate then moral work will also increase. 5) Maintain health and safety; an appropriate training can help avoid the occurrence of work-related accidents, other than that the work environment will be safer and more secure. 6) Support personal growth; it is imperative that the right training program actually benefits to the parties, namely the company and the workforce itself. For the workforce, following the training program will be more mature in the field of personality, intellectual and skill.

RESEARCH METHODS

This type of research is quantitative associative. The purpose of this study is to investigate the effect of work discipline and training on employee performance. Population in this research is all employees of production section totaling 61 people. The number of research subjects is less than 100 people, and therefore researchers take samples from the entire population [10]. Method of data analysis in this research is multiple linear regression model. In the data processing process, the author used Statistical software Product and Service Solution (SPSS) version 21.00

RESULTS

Validity test

With a total sample of 30 respondents, the correlation analysis was conducted between the questionnaire score and the validity value (r-critical). For the r product moment (r-critical), at 30 samples, with a significant level of 5% is 0.361, if the r-count value is higher or equal to 0.361, then it can be stated that the instrument is valid. Thus the whole question in the questionnaires is declared valid [11].

Reliability Test

In this study, the Cronbach alpha coefficient calculated as the average correlation between the items in the set. If the alpha Cronbach coefficient value is closer to value one then the stronger internal consistency reliability [12].

Table- 1: Reliability Test Results

Variables	Alpha Cronbach value	Description
Work Discipline (X1)	0.884	Reliable
Work Training	0.848	Reliable
Employee Performance	0.693	Reliable

The following table of validity test results of the research instrument is as follows:

Table-2: Validity Test Results

Variables	Items	r-critical value	r-count value	Description
Work Discipline (X1)	X1-1	0,361	0,687	Valid
	X1-2	0,361	0,728	Valid
	X1-3	0,361	0,559	Valid
	X1-4	0,361	0,440	Valid
	X1-5	0,361	0,373	Valid
	X1-6	0,361	0,585	Valid
	X1-7	0,361	0,688	Valid
	X1-8	0,361	0,584	Valid
Work Training (X2)	X2-1	0,361	0,531	Valid
	X2-2	0,361	0,582	Valid
	X2-3	0,361	0,481	Valid
	X2-4	0,361	0,476	Valid
	X2-5	0,361	0,541	Valid
	X2-6	0,361	0,434	Valid
	X2-7	0,361	0,572	Valid
	X2-8	0,361	0,602	Valid
	X2-9	0,361	0,683	Valid
	X2-10	0,361	0,608	Valid
Employee Performance (Y)	Y-1	0,361	0,401	Valid
	Y-2	0,361	0,370	Valid
	Y-3	0,361	0,468	Valid
	Y-4	0,361	0,561	Valid
	Y-5	0,361	0,399	Valid
	Y-6	0,361	0,403	Valid

Hypothesis Test

Simultaneous Test Results (F-Test)

Table-3: Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	43,717	2	21,859	11,585	,000 ^b
	Residual	109,430	58	1,887		
	Total	153,148	60			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Training (X2), Work-Discipline (X1)						

Table-3 shows the result of F-test 11.585; whereas F-table at $\alpha = 0.05$ is 3.15. The test results show F-count > F-table, and significant 0.000 or $<\alpha = 0.05$. Thus the authors conclude that there is a positive and significant influence of work discipline and training

on employee performance simultaneously. Therefore, the proposed hypothesis is accepted.

Partial Test (T-Test)

Table-4: Partial Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,736	2,687		4,367	,000
	Work Discipline (X1)	,255	,068	,429	3,770	,000
	Training (X2)	,101	,049	,236	2,073	,043
a. Dependent Variable: Performance (Y)						

Table-4 presents the results of the partial test as follows:

- The t-value for the work discipline variable 3.770> of the t-table value is equal to 2.001, and the significant value for the work discipline variable is 0.000 <from $\alpha = 0.05$. The test results found that work discipline had a positive and significant effect on employee performance. Therefore, the hypothesis proposed by the authors are proven and accepted.
- The t-count value for the training variable of 2.073> from the t-table value is equal to 2.001, and the significance value for the training variable is 0.043 < $\alpha = 0.05$. The test results found that the training had a positive and significant effect on employee performance. Therefore, the hypothesis proposed by the authors are proven and accepted.

DISCUSSION

The Effect of Work Discipline on Employees Performance

Test results have proven that there is a significant influence of work discipline on employee performance. Therefore, it is concluded that work discipline is one of the factors that influence the performance of power plant company employees in North Sumatra. The findings of this study are in line with and support the findings of findings from Erma Syafitri [13] which have proven that work discipline has a positive and significant effect on employee performance. It should have noted that the top management of the company that discipline is a management action to encourage members of the organization to meet the demands of various provisions.

The Effect of Training on Employees Performance

Test results have proven that there is a significant influence of training on employee performance. Therefore, it is concluded that training has influenced the performance of power plant company employees in North Sumatra. It should have noted that if training is often done according to the needs of employees, it will have an impact on increasing hard skills and soft skills. In this case, the employee is as responsible as possible for the job. These findings also support the results of research conducted by Patricia and Silvy [14], which they have proved in advance that training has a significant effect on performance. Training is a learning process involving skills, concepts, rules or attitudes to improve employee performance.

The Effect of Work Discipline and Training on Employee Performance

The results of simultaneous testing proved that there was a significant influence of work discipline and training on employee performance. It should have noted that if work disciplines and training are enhanced then employee performance will increase. These findings

have proven and supported previous researches undertaken by Astri, Dini [15] in which the researchers have found that work discipline and training are marginalized on a performance-enhancing basis.

CONCLUSIONS

From the findings and discussions, the authors concluded among others:

- Work discipline has a significant effect on employee performance. Partial test results have found that t-count> t-table or 3.770> 2.001.
- Training has a significant effect on employee performance. Partial test results have found that t-count> t-tables or 2.073> 2.001.
- Employment discipline will increase if the written framework, work standards, monitoring and the provision of material and non-material compensation are evaluated and the company applies.
- Research has proven work discipline (X1), and training (X2) simultaneously have a significant effect on employee performance.

SUGGESTIONS

Based on the conclusions of this study, the authors propose several suggestions, among others:

- The authors recommend that the company enable written and clear job descriptions, written work standards, improve monitoring and provide material and non-material compensation, to increase employee performance.
- Companies should increase the intensity of employee training so that the skills, productivity of the employees are constantly growing.
- The authors also acknowledge there are limitations in this study, therefore, for future researchers may be able to develop this research and add variables or develop models such as path analysis.

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