

## The Effect of Training on Employee Performance with Work Discipline as Mediating Variable at PT. PLN (Persero)

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### Abstract

*This study aims to examine the effect of training on employee performance mediated by work discipline. This study uses a quantitative and descriptive approach, with the PLS-SEM approach. The object of this research is PT. PLN (PERSERO) UP3 Jayapura with a population and sample of 70 employees. Data were analyzed using SmartPLS version 3.0 software. The results of this study indicate that Training has a significant effect on employee performance. Training has a significant effect on work discipline. Work discipline has a significant effect on employee performance. Work discipline can mediate between training and employee performance in full, which means that work discipline can strengthen the effect of training in improving employee performance.*

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

### Abstrak

Penelitian ini bertujuan untuk menguji pengaruh pelatihan terhadap kinerja karyawan yang dimediasi oleh disiplin kerja. Penelitian ini menggunakan pendekatan kuantitatif deskriptif, dengan analisis PLS-SEM. Objek penelitian ini adalah PT. PLN (PERSERO) UP3 Jayapura dengan populasi dan sampel sebanyak 70 pegawai menggunakan metode sensus. Data dianalisis menggunakan perangkat lunak SmartPLS versi 3.0. Hasil penelitian ini menunjukkan bahwa pelatihan berpengaruh signifikan terhadap kinerja pegawai. Pelatihan berpengaruh signifikan terhadap disiplin kerja. Disiplin kerja berpengaruh signifikan terhadap kinerja pegawai. Disiplin kerja dapat memediasi antara pelatihan dan kinerja pegawai secara penuh, artinya disiplin kerja dapat memperkuat pengaruh pelatihan dalam meningkatkan kinerja pegawai.

Kata kunci: Disiplin Kerja, Kinerja Pegawai, Pelatihan

## INTRODUCTION

Performance is a very important factor for every company. Good employee performance will be very beneficial for the company and the rich themselves. Factors that can affect an employee's performance within the company are Training, Work Discipline and Organizational Commitment (Marsoit et al., 2017). The company always strives to get employees who can provide work performance in the form of good performance to realize the goals that have been set before. There are

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many factors that can affect performance including the number of working hours, quality of work, morale, work discipline, training, efficiency and effectiveness of work and others.

According to Hasibuan (2016), training is a process of developing the quality of human resources to be more productive so as to support the achievement of organizational goals. Training is conducted to equip employees with the right skills and ways to carry out work and use work equipment. Training can provide the basics of knowledge because with training employees learn to do things correctly and precisely. Training conducted by a company for its human resources can be in the form of pre-service training, implementation training, management and leadership training, and also special training. There are several factors that can affect training in an organization or company, including support from a leader, rapid technological advances, an employee's learning style, and also the level of effectiveness and efficiency of work. Another driving factor in improving employee performance is work discipline. Work discipline is an attitude of respect for company rules and regulations, which exist in employees which causes them to be able to adjust voluntarily to company regulations (Sutrisno, 2009).

Work discipline is an important concern for company leaders because with good work discipline, employee performance will run smoothly effectively and efficiently. In addition, good discipline also reflects a person's sense of responsibility towards the tasks assigned to him. Without employee work discipline, it will be very difficult for the company to achieve the desired results and will indirectly have negative consequences for the company. According to Hasibuan (2013), work discipline can be interpreted as the actions of employees who always obey coming and going home on time, doing or completing each job appropriately in accordance with a predetermined time, and complying with all applicable social regulations and norms in the company.

PT. PLN (Persero) UP3 Jayapura is a State-Owned Enterprise (BUMN) engaged in providing essential electricity for the community. As one of the instruments in development, the existence of SOEs in Indonesia is considered very important not only by the government but also by the wider community. In government, SOEs are often used as one of the most important tools in economic development, especially development in the industrial sector – manufacturing, and so on. Meanwhile, from the community side, SOEs are an important tool as a fast, cheap and efficient service provider. Therefore, good employee performance is needed to meet the needs of the government and society.

PT PLN UP3 Jayapura is part of the implementing unit under the main or central unit as a division of PLN's service area into smaller areas so that PLN services can be right on target and directly touch the community directly. UP3 itself stands for Customer Service Implementation Unit, which aims to provide service to customers, especially in the Jayapura area. Share PT. PLN's performance appraisal of the company must be the focus of attention, both from the management and the community. From the management side, this can help in making the right decisions in accordance with the strategy implemented. Meanwhile, the public needs to get information whether the policies taken, for example, increasing tariffs, have really been followed by improvements and improvements in the efficiency of company performance. Related to the above, PT PLN Persero has established Pusdiklat (Education and Training Center) precisely on August 22, 1973. The main task of educational and training institutions is to manage and carry out the management and development of education, training, skills and upgrading including everything related to it based on policies set by the State Electricity Union Board.

Based on initial observations and communication made by the author at the office of PT. PLN UP3 Jayapura, the author found several problems that occur, including that there are still some employees who do not uphold the value of discipline at work, for example delays during entry hours or office breaks, there are some employees who look relaxed during working hours, this indicates that work discipline is still not as expected, training programs that have not been maximized, There are even some employees who have never attended a training program, the lack of effectiveness and efficiency at work results in low employee performance. Some of these issues are interconnected in improving employee performance. Therefore, if this continues and there is no solution, it is feared that it will have an impact on the overall performance of the agency and hinder the achievement of organizational goals.

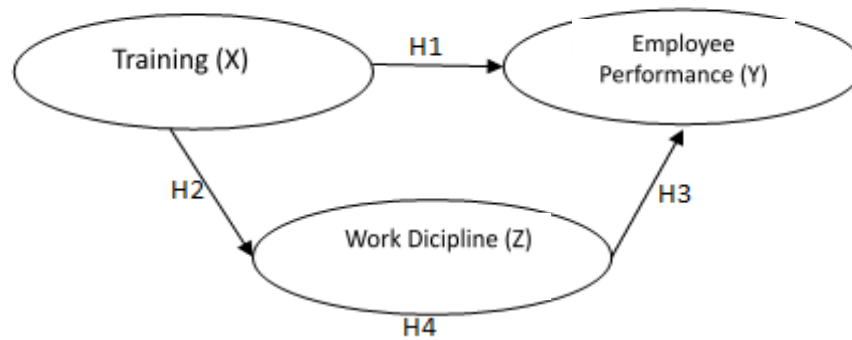
## LITERATURE REVIEW

According to Nurlaila (2010), performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Human performance factors have an important role in the success of the organization. Conceptually, the result of one's work is often also a mental attitude that always holds the view that today is better than yesterday and tomorrow is better than today. Factors according to Sinungan (2018) that affect employee performance are: education, health, job opportunities, motivation and government policy. Indicators according to Robbin (2016) used are: quality of work, quantity, timeliness, effectiveness, and independence.

According to Mangkuprawira (2004), stated that training is a process of teaching knowledge and expertise as well as attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with standards. There are two objectives of holding training programs, namely: increasing work productivity and improving work quality. Factors that influence training are: competence, commitment, environment, and personal approach. The indicators according to Rivai (2010) used are: materials, methods, facilities, and trainers.

According to Hasibuan (2013), work discipline can be interpreted as the actions of employees who always obey coming and going home on time, doing or carrying out every job well in accordance with a predetermined time and complying with all applicable social regulations and norms in the company. Factors according to Hasibuan (2016) that affect work discipline are: ability, leadership, compensation, legal sanctions, and supervision. The indicators according to Sutrisno (2011) used are: time rule discipline, company rule discipline, and work rule discipline.

This study uses independent variables, namely Training (X), mediation variables, namely Work Discipline (Z) and dependent variables, namely Employee Performance (Y). Based on the description above along with supporting research, the conceptual framework of research is formulated as follows:



**Figure 1.** Research Framework

Based on the figure above, the hypothesis used is as follows:

H1: Training affects employee performance

H2: Training affects work discipline

H3: Work discipline affects employee performance

H4: Work discipline mediates the relationship between training and employee performance.

## RESEARCH METHOD

This research was conducted at PT. PLN (PERSERO) UP3 Jayapura located on Jl. Raya Baru Abepura No. 115 Jayapura using a quantitative approach method. The population in this study is all employees at PT. PLN UP3 Jayapura with 70 employees. Because the number is less than 100 people, therefore the sampling in this study uses a total sampling technique with a sample of the total population, namely 70 employees (Sugiyono, 2017). The data collection is carried out by distributing questionnaires. The variables in this study consist of the following: training (indicators: material, methods, instructors, facilities), work discipline (indicators: discipline of time rules, discipline of company rules, discipline of work rules), and employee performance (indicators: quality, quantity, punctuality, effectiveness, independence). The types and sources of data used in this study are primary data. The data collection method in this study used questionnaires. The analysis technique used is scale range analysis and uses the SmartPLS (Partial Last Square) program.

## RESULTS AND DISCUSSION

The characteristics of respondents were used to describe all data obtained from the results of research totaling 70 UP3 Jayapura employees. The characteristics of respondents in this study included gender, age, recent education, and marital status.

**Tabel 1.** Characteristics of Respondents

Characteristic	Item	Sum	Percentage (%)
Gender	Male	48	68,5%
	Women	22	31,5%
Recent Education	High School / Vocational School	25	35,7%

Characteristic	Item	Sum	Percentage (%)
Age	D3 (Diploma)	32	45,7%
	S1 (Bachelor)	13	18,6%
	<25 Years	14	20%
	25- 30 Years	37	53%
	31- 35 Years	2	3%
	35- 40 Years	2	3%
	>40 Years	15	21%
Marital Status	Marry	36	51,5%
	Unmarried	34	48,5%

Source: Data processed, 2023

Based on the table above, it is known that there are 48 male employees and 22 female employees with the last education dominated by D3 employees. This shows that PT. PLN UP3 Jayapura has criteria and the company is certainly looking for personnel who are mentally and physically prepared. Employees with married status were married as many as 36 people (51.5%). Then most of them are dominated by workers aged 25-30 years as many as 37 people (53%) and the second most aged >40 years as many as 15 people (21%). The results show that PT. PLN UP3 Jayapura is dominated by employees who are mentally and physically mature ready to work at PT. PLN (PERSERO). The results of the scale range research show that training is in the high category, high work discipline, and employee performance is also high as in table 2 as follows:

**Tabel 2.** Scale Range Analysis

Variabel	Rata-rata Skor	Keterangan
Training (X)	296	Very High
Work discipline (Z)	308	Very High
Employee performance (Y)	300	Very High

Source: Data processed, 2023

In this study using outer loadings  $>0.5$  = valid and AVE value  $\geq 0.5$ . Furthermore, testing of the measurement model (outer model) including convergent validity, discriminant validity and composite reliability after data analysis processing with SmartPLS 3.0 obtained convergent validity results with outer loadings/loading factor and construct validity. Here are the results of the analysis test.

**Table 3.** Convergent and AVE Validity

Variabel	Indikator Item	Outer Loading	AVE	Information
Training (X)	X1	0.784	0.612	Valid
	X2	0.735		Valid

Employee Performance (Y)	X3	0.817	0.682	Valid
	X4	0.791		Valid
	Y1	0.816		Valid
	Y2	0.802		Valid
	Y3	0.894		Valid
	Y4	0.887		Valid
Work Discipline (Z)	Y5	0.716	0.695	Valid
	Z1	0.795		Valid
	Z2	0.851		Valid
	Z3	0.854		Valid

Source: Data processed, 2023

Based on table 3 above, it can be seen that the outer loadings and AVE values of all items/indicators are declared valid and qualified, outer loadings  $> 0.05$  and AVE values  $> 0.05$  and valid variables. These results show that the value has met the specified conditions and each indicator has been able to present its latent variables well and research data analysis can be continued.

The results of the fornell-larcker value show that the variables of employee performance and work discipline are higher than the correlation value with training variables that have met the value of discriminant validity  $\geq 0.70$ . The correlation value of employee performance with work discipline (0.864) is higher than the value of training with work discipline (0.824), and the correlation value of training with training (0.782).

The results of Cronbach's alpha and composite reliability values have shown the value of latent variables or other constructs has been  $> 0.70$ . Thus all variables have qualified reliability values so that they can proceed to structural model testing.

**Tabel 4.** Results of R-Square Value

Variabel	R-square
Employee Performance (Y)	0.804

Source: Data processed, 2023

Based on table 4, it can be seen that employee performance (Y), training (X) and work discipline as mediating variables amounted to 0.804 or 80.4%, the remaining 19.6% was influenced by constructs or other variables outside those studied in this study. Test the outer model or final loading factor of the variable under study with a final value of  $> 0.7$  and can be declared valid against the independent and dependent variables.

Hypothesis testing aims to determine the influence of causal variables on the influence of variables seen from the value of the path coefficient after a bootstrapping test. In this study using a confidence level of 95% and an inaccuracy limit of 5% or 0.05. If the t-statistic is more than 1.96 and the p-values  $< 0.05$ , then  $H_a$  is accepted and  $H_0$  is rejected. Whereas if the t-statistic value is less than 1.96 and the p-values  $> 0.05$  then  $H_a$  is rejected and  $H_0$  is accepted. The sobel test in this study concluded that employee performance was able to mediate the influence on work discipline from the results of *T-statistics* of 6.189  $> 1.96$  and *P-value* of 0.000  $< 0.050$ . The results of one-tailed probability of 0.0  $< 0.05$  so that it can be concluded that the hypothesis in this study is proven to be accepted which states that work discipline variables can mediate the effect of training on employee performance.

The results of this study are looking at the t-test or partial test on the influence of service quality variables on consumer satisfaction, resulting in findings that the service quality variable has a positive influence with a positive consumer satisfaction variable, so service quality has a positive

effect on consumer satisfaction. This shows that if the service quality meets consumer expectations, the higher it is, the more consumer satisfaction will increase, besides that it is also known that there is a significant partial influence on the service quality variable on consumer satisfaction. The results of this study are in line with Parasuraman et al. (1988) and are supported by previous research by Prihandoyo (2019) where the results were positive that service quality had a positive effect on consumer satisfaction. Mukhlis (2019) stated that service quality has a positive effect on consumer satisfaction. And research by Ahmadun et al. (2022) stated that service quality has a positive effect on consumer satisfaction.

The results of the study on the influence of location variables on consumer satisfaction found that the location variable has a positive influence on the consumer satisfaction variable. So the location has a positive effect on consumer satisfaction. This shows that if the strategic location meets consumer expectations, the higher the consumer satisfaction will be, in addition it is also known that there is a significant influence partially and simultaneously on the location variable on consumer satisfaction. This study supports the research of Tjiptono (2008), Apriliawan et al. (2023) and Ningtyas et al. (2019) which states that location has an influence on consumer satisfaction.

## CONCLUSION

Based on the results of the study, the training classified as high, positively and significantly impact the performance of PT PLN UP3 Jayapura employees, indicating that better training correlates with higher employee performance. Similarly, these training variables also positively and significantly influence work discipline, meaning that improved training enhances employee discipline. Furthermore, work discipline, also in the high category, positively and significantly affects employee performance, showing that higher discipline leads to better performance. Collectively, the variables of training, work discipline, and employee performance mediate overall employee performance.

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