

## The Influence of Job Training and Work Discipline on Employee Performance at PT Maju Lancar Sejahtera in the City of Depok, West Java, Indonesia

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**ABSTRACT:** The objective of this research is to determine the influence of job training and work discipline on employee performance at PT Maju Lancar Sejahtera. The method used is quantitative. The sampling technique employed is saturated sampling with 75 respondents as the sample. Data analysis involves validity testing, reliability testing, classic assumption testing, regression analysis, correlation coefficient analysis, determinant coefficient analysis, and hypothesis testing. The research results indicate that training significantly influences employee performance with a correlation coefficient of 0.837, indicating a moderate relationship. The determinant value is 0.701 or 70.1%, while the remaining 29.9% is influenced by other factors. Hypothesis testing reveals that the calculated t-value  $>$  t-table ( $13.067 > 1.993$ ), so  $H_0$  is rejected, and  $H_1$  is accepted. This means there is a significant partial influence of job training on employee performance. Similarly, work discipline significantly influences employee performance, with a correlation coefficient of 0.901, indicating a strong relationship. The determinant value is 0.812 or 81.2%, while the remaining 18.8% is influenced by other factors. Hypothesis testing shows that the calculated t-value  $>$  t-table ( $17.755 > 1.993$ ), thus rejecting  $H_0$  and accepting  $H_1$ . This implies a significant partial influence of work discipline on employee performance. Furthermore, both job training and work discipline significantly influence employee performance, with a correlation coefficient of 0.909 indicating a strong relationship. The determinant value is 0.827 or 82.7%, while the remaining 17.3% is influenced by other factors such as compensation, work environment, and work discipline. Hypothesis testing reveals that the calculated F-value  $>$  F-table ( $171.837 > 1.993$ ), rejecting  $H_0$  and accepting  $H_1$ . Therefore, there is a significant simultaneous influence of job training and work discipline on employee performance.

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



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### INTRODUCTION

The presence of human resources within a company plays a crucial role. The workforce holds significant potential to carry out the company's activities (Ndlovu & Mofokeng, 2018; Solvang &

Juritzen, 2020). The potential of each human resource within the company should be utilized to the best of its ability to achieve optimal output.

In the operational system of a company, human resources essentially constitute one of the most important assets and play a vital role in achieving the company's objectives. Therefore, the company must manage human resources as effectively as possible. Similarly, to face the current market competition, a restaurant must have high-quality human resources. Human resources are a crucial aspect in supporting the productivity of a restaurant to compete in the intense competition in service today. Therefore, a company must manage its human resources well to enhance the productivity of the company (Kim et al., 2023; Leykin et al., 2011; Manzoor et al., 2019).

From the above background, the author formulates the problems as follows: 1). Is there a partial influence of job training on the performance of employees at PT. Maju Lancar Sejahtera? 2). Is there a partial influence of work discipline on the performance of employees at PT. Maju Lancar Sejahtera? 3). Is there a simultaneous influence of job training and work discipline on the performance of employees at PT. Maju Lancar Sejahtera?

The objectives to be achieved in this study are as follows: 1). To determine the partial influence of training on employee performance at PT. Maju Lancar Sejahtera. 2). To determine the partial influence of work discipline on employee performance at PT. Maju Lancar Sejahtera. 3). To determine the simultaneous influence of training and work discipline on employee performance at PT. Maju Lancar Sejahtera .

Definition of Management: Management originates from the word "to manage," which means to organize. Management is a tool for achieving desired objectives. Effective management facilitates the realization of the goals of the company, employees, and the community. The regulation for achieving the company's goals is carried out through a process and organized according to the sequence of management functions, namely planning, organizing, directing, and controlling. The elements of management consist of: man, money, method, machine, materials, and market, abbreviated as 6M (Dlamini et al., 2022; Gusa, 2019; Miao et al., 2022).

According to Mary Parker in Warsono et al. (2019), Management is an art in accomplishing work through others. In other words, a manager's role is to organize and direct others to achieve the goals of an organization (Abualoush et al., 2018; Jawabreh et al., 2020; Kim et al., 2015; Park & Choi, 2020).

Human Resource Management is a specialized field of management that specifically studies the relationships and roles of individuals within a company's organization (Audenaert et al., 2021; Maden-Eyiusta & Alten, 2021; Prysmakova et al., 2019; Sarwar et al., 2020). The elements of human resource management involve individuals who constitute the workforce within the company. Therefore, achieving a planned goal by an organization requires a process known as management. Hence, here are some definitions of Human Resource Management according to experts, including: According to Malayu S.P Hasibuan (2014:10), "Human Resource Management is the science and art of organizing the relationships and roles of the workforce to effectively and efficiently assist in the realization of the goals of the company, employees, and the community."

## **METHOD**

Research methodology is the scientific process or approach to obtaining data for research purposes.

According to Sugiyono (2017), "Research methodology is a scientific (rational, empirical, and systematic)

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approach to obtaining data for specific purposes and benefits. Rational means that the research activities can be observed by the human senses. Systematic means that the process in the research follows logical steps."

The type of research used in this study is quantitative research. According to Sugiyono (2017:7), "Quantitative method can be interpreted as a positivistic method because it is based on positivism philosophy. This method is considered scientific as it meets scientific criteria, namely being concrete/empirical, objective, measurable, rational, and systematic. It is also referred to as a discovery method because it discovers and develops various new scientific findings."

Based on this description, the type of research in this study is quantitative research where the relationship is causal. There are three variables: independent variable 1, independent variable 2, and dependent variable. The research method used in this study is associative analysis method, which examines the relationship between two or more variables. Operationally, data collection is limited to three variables: training, work discipline, and performance.

In accordance with the title and based on the identified problems, the object studied in this research is the Influence of Training (Variable X1) and Work Discipline (Variable X2) on Employee Performance (Variable Y). 1). Location of Research This research is conducted at PT. Maju Lancar Sejahtera, located on Permata Taman Surya Block C-01, West Jakarta. The study is undertaken to understand the impact of training and work discipline on employee performance at PT. Maju Lancar Sejahtera. 2). Time of Research The research is carried out over a period of 7 (seven) months, from July 2022 to January 2023. This timeframe is utilized to gather data and information from all employees and staff at PT. Maju Lancar Sejahtera.

Population According to Sugiyono (2017:80), the population is the generalization area consisting of objects/subjects with specific qualities and characteristics set by the researcher for study and subsequent conclusions. In this research, the population is the employees of PT. Maju Lancar Sejahtera, totaling 75 individuals.

Sample According to Sugiono (2017:80), a sample is a part of the quantity and characteristics owned by the population. In this research, the sample consists of 75 employees from PT. Maju Lancar Sejahtera.

Classic Assumption Tests A. Normality Test The normality test measures whether the obtained data has a normal distribution, making it suitable for parametric statistics (inferential statistics). According to Imam Ghozali (2016:154), the purpose of the normality test is to determine whether the disturbance or residual variables have a normal distribution. There are various ways to test normality, one of which is by examining the normal P-Plot curve. To clarify the data distribution in this study, it is presented in a normal P-Plot graph.

Multicollinearity Test According to Imam Ghozali (2018:103), the multicollinearity test aims to determine whether there is correlation among independent variables in the regression model. In multiple regression analysis with two or more independent variables, there is suspected influence on the dependent variable.

Autocorrelation Test According to Imam Ghozali (2016:107), the autocorrelation test aims to examine whether there is correlation between disturbance errors in period  $t$  and disturbance errors in period  $t-1$  (previous). The prerequisite that must be fulfilled is the absence of autocorrelation in the regression model. The Durbin-Watson (DW) test is used for decision-making on the existence

of autocorrelation. If the Durbin-Watson statistic value approaches 2, it is concluded that the data does not have autocorrelation; otherwise, autocorrelation is present.

Heteroskedasticity Test According to Imam Ghozali (2016:134), the heteroskedasticity test aims to examine whether there is unequal variance of residuals from one observation to another in the regression model. If the variance of residuals differs from one observation to another, it is called heteroskedasticity.

## **RESULT AND DISCUSSION**

### **1. History of the Research Object**

Since 1997, PT. Maju Lancar Sejahtera has been growing and developing alongside the Indonesian community through a partnership between the Salim Group, Indonesia, and Ahold Delhaize, the Netherlands. PT. Maju Lancar Sejahtera's outlets are spread across more than 40 cities in Java and the southern part of Sumatra. With the support of over 9,000 trained employees, PT. Maju Lancar Sejahtera provides a variety of everyday products with reliable quality, completeness, cost-effectiveness, and easily accessible store locations.

The freshness and quality of products are always maintained through careful selection of sources and handling according to monitored standard operating procedures. This makes PT. Maju Lancar Sejahtera a preferred shopping destination that is always "Fresher," "More Economical," and "Closer." In sourcing fresh products from reliable sources, PT. Maju Lancar Sejahtera adheres to standard operating procedures in all work lines.

As a supporter of local products, PT. Maju Lancar Sejahtera is committed to advancing the local economy by partnering with local farmers and empowering SMEs that supply Super Indo outlets. Continuously growing and expanding its network, PT. Maju Lancar Sejahtera always provides job opportunities for the local community. The company prioritizes a healthy and inclusive work environment, inspiring a broad audience to develop their career potential with Super Indo.

### **2. Normality Test**

The normality test is used to examine whether in a regression model, the dependent variable, independent variable, or both have a normal distribution. According to Ghozali (2017:160), a good regression model is normally distributed or approaches normality. Therefore, the normality test is not conducted on each variable but on the residual values. This test is performed to check whether the data derived from the population is normally distributed or not. The test is conducted by observing the histogram of residual values and the normal Probability plot graph. Decision-making is based on the condition that the spread of residual points follows the direction of the diagonal line. The results of the normality test are processed using the Statistical Package for Social Science (SPSS) software version 25 for Windows, with the following outcomes:

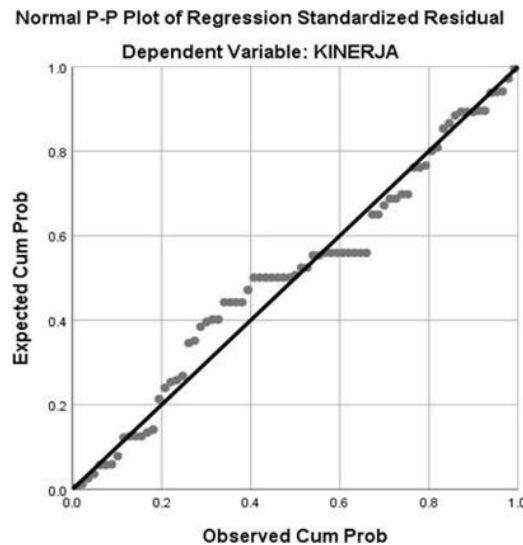


Figure 1: *P-P Plot for Normality Test - Residual Point Distribution*  
 Source: Data processed using SPSS 25, 2022

The graph above indicates that the normal probability plot shows a normal pattern. This is evidenced by the points scattered around the normal graph and distributed around the diagonal line. With the spread following the diagonal line, it can be concluded that the regression model is suitable for use as it meets the normality assumption.

For this test, the Statistical Package for Social Science (SPSS) software version 25 for Windows was used. The normality test can be guided by the Kolmogorov-Smirnov test with the following criteria:

Table 1  
 Results of Normality Test Using the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		75
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.48424782
Most Extreme Differences	Absolute	.099
	Positive	.099
	Negative	-.094
Test Statistic		.099
Asymp. Sig. (2-tailed)		.064 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the test results in the table above, it can be concluded that the results of the normality test with the Kolmogorov-Smirnov statistical test show a significant value of  $0.64 > 0.05$ . Therefore, the assumption of the distribution of equations in this test is normal.

### 3. Multicollinearity Test

According to Ghazali (2018:89), the multicollinearity test aims to examine whether there is a correlation among independent variables in the regression model. A good regression model should not have correlations among independent variables. This test can be conducted by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The prerequisites are as follows:

Table 2  
Results of Multicollinearity Test

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.167	2.318		.072	.943	
	Training	.256	.103	.238	2.481	.015	.261
	Discipline	.743	.103	.696	7.245	.000	.261

a. Dependent Variable: Performance

Based on the results of the multicollinearity test in the table above, it is shown that the tolerance value for the Training variable is 0.261, and for the Work Discipline variable is 0.261. The Variance Inflation Factor (VIF) for the Training variable is 3.837, and for the Work Discipline variable is 3.837, both of which are less than 10. The unstandardized coefficients B values are 0.256 for Training and 0.743 for Work Discipline. Thus, this regression model is declared free from multicollinearity issues.

### 4. Autocorrelation Test

The autocorrelation test is used to determine whether there is a deviation from the classic assumption of autocorrelation, which involves the correlation among sample members. According to Ghazali (2018:195), the autocorrelation test aims to examine whether there is correlation between disturbance errors in period  $t$  and disturbance errors in period  $t-1$  in a linear regression model. A good regression model is one that is free from autocorrelation.

In this test, (SPSS) version 25 is used. To determine the presence of autocorrelation, the Durbin-Watson test is conducted with the following criteria:

Table 3  
 Guidelines for Autocorrelation Test Using Durbin-Watson (DW Test)

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.909 <sup>a</sup>	.827	.822	2.519	2.231
a. Predictors: (Constant), Discipline, Training					
b. Dependent Variable: Performance					

Based on the test results in the table above, this regression model has no conclusive findings, as evidenced by the Durbin-Watson value of 2.231 falling between 2.460 and 2.900.

### 5. Heteroskedasticity Test

According to Ghozali (2018:139), "The heteroskedasticity test aims to determine whether there is a difference in variance from one residual observation to another in a regression model." To determine the presence of heteroskedasticity, the Glejser test is used.

Table 4  
 Results of Heteroskedasticity Test Using the Glejser Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.855	1.458		2.644	.010
	Training	-.157	.065	-.536	-2.427	.018
	Discipline	.108	.065	.368	1.667	.100
a. Dependent Variable: RES2						

Based on the test results in the table above, the Glejser test for the Training variable (X1) yielded a significance value of 0.018, and for the Work Discipline variable (X2), a significance value of 0.100. Both significance values (Sig.) are > 0.05. Thus, there is no heteroskedasticity disturbance in this regression model, making it suitable for use in the research data.

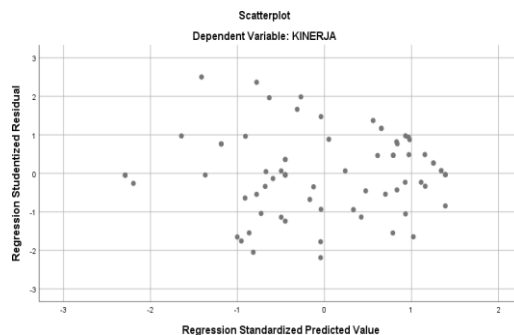


Figure 2: Scatter Plot Graph of Heteroskedasticity Test Results

Based on the results of the scatter plot graph above, the points on the scatter plot do not show a clear dispersion pattern or do not form a specific pattern. Thus, it is concluded that there is no heteroskedasticity disturbance in the regression model, making it suitable for use.

## 6. Hypothesis Testing

Hypothesis or hypothesis is a temporary answer to a problem that is still speculative because it still needs to be proven. Scientific hypotheses attempt to provide a temporary answer to the problem under investigation. The hypothesis will be rejected if false and accepted if true. Rejection and acceptance of the hypothesis depend on the investigation results of the collected facts.

Partial Hypothesis Testing (t-test) The t-test or partial test is intended to examine the influence of each independent variable separately on the dependent variable. The calculation results are then compared with the t-table using a significance level of 0.05. The criteria used are as follows:

Ho1:  $\rho_1 = 0$  Assumed there is no positive and significant effect of Job Training on the performance of PT. Maju Lancar Sejahtera's employees. Ha1:  $\rho_1 \neq 0$  Assumed there is a positive and significant effect of Job Training on the performance of PT. Maju Lancar Sejahtera's employees.

Table 5  
 Hypothesis Testing Results (t-test) for Job Training  
 Variable (X1) on Employee Performance (Y)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.003	2.898		1.726	.089
	Training	.897	.069	.837	13.067	.000

a. Dependent Variable: Performance

## 7. Simultaneous Hypothesis Testing (F-test)

The F-test or simultaneous test is a test of the regression coefficients simultaneously. This test is conducted to determine all the effects of independent variables present in the model collectively (simultaneously) on the dependent variable. To test the influence of the Job Training and Work Discipline variables on Employee Performance at PT. Maju Lancar Sejahtera, the statistical F-test



(simultaneous test) is performed with a 5% significance level. In this study, a 5% significance level (0.05) is used, comparing the calculated F value with the F table with the following criteria:

Ho3:  $\rho_3 = 0$  Assumed there is no positive and significant effect of both Job Training (X1) and Work Discipline (X2) on Employee Performance (Y) simultaneously at PT. Lion Superindo Branch Taman Palem. Ha3:  $\rho_3 \neq 0$  Assumed there is a positive and significant effect of both Job Training (X1) and Work Discipline (X2) on Employee Performance (Y) simultaneously at PT. Lion Superindo Branch Taman Palem.

Table 6  
Results of Hypothesis Testing (F-test) for Job Training (X1) and Work Discipline (X2) Variables on Employee Performance (Y).

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2179.897	2	1089.948	171.837	.000 <sup>b</sup>
	Residual	456.690	72	6.343		
	Total	2636.587	74			
a. Dependent Variable: TOTAL_Y						
b. Predictors: (Constant), TOTAL_X2, TOTA_X1						

Based on the results of the testing table above, the calculated F value is greater than the tabulated F value ( $171.837 > 1.993$ ), which is further supported by the fact that the  $\rho$  value is less than the significance level ( $0.000 < 0.05$ ). Thus, H03 is rejected, and Ha3 is accepted, indicating a significant simultaneous influence between the Job Training and Work Discipline variables on Employee Performance at PT. Lion Superindo Branch Taman Palem.

### 8. Influence of Job Training (X1) on Employee Performance (Y)

Based on the analysis results, the regression equation is obtained as  $Y = 5.003 + 0.897X1$ . The correlation coefficient value of 0.837 indicates a moderate level of relationship between the two variables. The determination coefficient value is 0.701 or 70.1%, meaning that the remaining 29.9% is influenced by other factors. The hypothesis test results show that the t value is greater than the tabulated t value ( $13.067 > 1.993$ ). Thus, H0 is rejected, and H1 is accepted, indicating a significant partial influence of Job Training on Employee Performance at PT. Maju Lancar Sejahtera.

### 9. Influence of Work Discipline (X2) on Employee Performance (Y)

Based on the analysis results, the regression equation is obtained as  $Y = 1.529 + 0.962X2$ . The correlation coefficient value of 0.901 indicates a strong level of relationship between the two variables. The determination coefficient value is 0.812 or 81.2%, meaning that the remaining 17.8% is influenced by other factors. The hypothesis test results show that the t value is greater than the tabulated t value ( $17.755 > 1.993$ ). Thus, H02 is rejected, and Ha2 is accepted, indicating a significant partial influence of Work Discipline on Employee Performance at PT. Maju Lancar Sejahtera.

## **10. Influence of Job Training (X1) and Work Discipline (X2) on Employee Performance (Y)**

Based on the analysis results, the regression equation is obtained as  $Y = 167 + 0.256X1 + 0.743X2$ . The correlation coefficient value of 0.909 indicates a strong relationship between Job Training (X1) and Work Discipline (X2) on Employee Performance. The determination coefficient value is 0.827 or 82.7%, meaning that the remaining 17.3% is influenced by other factors. The hypothesis test results show that the calculated F value is greater than the tabulated F value ( $171.837 > 1.993$ ). Thus,  $H_0$  is rejected, and  $H_a$  is accepted, indicating a significant simultaneous influence of Job Training and Work Discipline on Employee Performance at PT. Maju Lancar Sejahtera.

## **CONCLUSION**

Based on the discussions in the previous chapters and the analysis of the influence of Job Training and Work Discipline on Employee Performance, the following conclusions can be drawn:

1. Job Training significantly influences Employee Performance with the regression equation  $Y = 5.003 + 0.897X1$ . The partial correlation coefficient or the level of influence between the independent variable, Job Training (X1), and the dependent variable, Employee Performance (Y), is 0.837, indicating a very strong relationship. The partial determination coefficient is 0.701 or 70.1%, while the remaining 29.9% is influenced by other factors. The hypothesis test results show that the t value is greater than the tabulated t value ( $13.067 > 1.993$ ), indicating a significant partial influence of Job Training on Employee Performance at PT. Maju Lancar Sejahtera.
2. Work Discipline significantly influences employee performance with the regression equation  $Y = 1.529 + 0.962X2$ . The partial correlation coefficient or the level of influence between the independent variable, Work Discipline (X2), and the dependent variable, Employee Performance (Y), is 0.901, indicating a very strong relationship. The partial determination coefficient is 0.812 or 81.2%, while the remaining 17.8% is influenced by other factors. The hypothesis test results show that the t value is greater than the tabulated t value ( $17.755 > 1.993$ ), indicating a significant partial influence of Work Discipline on Employee Performance at PT. Maju Lancar Sejahtera.
3. Job Training and Work Discipline significantly influence Employee Performance with the regression equation  $Y = 167 + 0.256X1 + 0.743X2$ . The partial correlation coefficient or the level of influence between the independent variables, Job Training (X1) and Work Discipline (X2), and the dependent variable, Employee Performance (Y), is 0.909, indicating a strong relationship. The partial determination coefficient is 0.827 or 82.7%, while the remaining 17.3% is influenced by other factors such as compensation, work environment, and work discipline. The hypothesis test results show that the calculated F value is greater than the tabulated F value ( $171.837 > 1.993$ ), indicating a significant simultaneous influence of Job Training and Work Discipline on Employee Performance at PT. Maju Lancar Sejahtera.

This study, while conducted following scientific procedures, has several limitations, including:

1. Incomplete consideration of influencing factors: The study focused on Job Training and Work Discipline as independent variables affecting Employee Performance. Many other factors may influence Employee Performance and could be explored in future research.

2. Sample size: The study used a sample of 75 respondents, and sometimes the responses may not fully represent the actual situation. Future research could benefit from a larger sample size or additional methods and variables for more accuracy.
3. Difficulty in reaching all employees: The researcher faced challenges in reaching all employees directly, leading to the distribution of online questionnaires through Google Forms.

Based on the conclusions drawn from the study on the Influence of Job Training and Work Discipline on Employee Performance at PT. Maju Lancar Sejahtera, the following recommendations are suggested:

1. Job Training Variable: Provide guidance to employees to undergo training to enhance motivation and innovation in their work. Encourage employees to participate in various training sessions to enhance their competencies, contributing to improved work discipline and overall performance.
2. Work Discipline Variable: Establish ethical codes that all employees must adhere to, creating a professional work environment aligned with the company's expectations. Clear rules on work discipline can contribute to creating a harmonious and efficient work atmosphere.
3. Employee Performance Variable: Create a conducive and harmonious working environment, fostering positive interactions among employees. Promptly address and resolve issues to avoid disruptions to the work atmosphere, ensuring optimal work activities within the company.

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