

THE EFFECT OF WORK DISCIPLINE, JOB TRAINING, AND WORK MOTIVATION TO IMPROVE EMPLOYEES PRODUCTIVITY AT PT SUKSES ANUGRAH SEJAHTERA

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Abstract

This article explains the influence of work discipline, training, and motivation to increase employee productivity at PT. Sukses Anugrah Sejahtera (PT SAS). This article is compiled based on research conducted from March 2024 to September 2024. The research sample consisted of 108 PT SAS employees who worked in three locations, namely the University of North Sumatra, USU Hospital, and the Citra Garden complex with the type of work as Cleaning Service and Security. This type of research is quantitative using a saturated sampling technique. Primary data sources were obtained from respondents through questionnaires. Multiple linear regression analysis assisted by SPSS version 25 software was used to determine the relationship between the variables studied. The results of the study showed that work discipline, work training, and motivation simultaneously had a positive and significant effect on employee productivity at PT. Sukses Anugrah Sejahtera. In addition, partially the variables of work discipline, work training, and motivation each had a positive and significant effect on work productivity. However, motivation is the largest variable in influencing work productivity, while other variables such as work training and work discipline also show a fairly strong influence. The determination test shows that there is a close relationship between work discipline, work training, and work motivation on employee productivity. This is proven by the R-value of 0.516, which means that work discipline, work training, and work motivation have an effect of around 51.6% on the total employee productivity of PT Sukses Anugrah Sejahtera, while other factors outside this research model influence the rest.

Keywords: *work discipline, training, motivation, productivity, PT Sukses Anugrah Sejahtera.*

INTRODUCTION (TNR, 12 BOLD)

Human resources are one of the important factors for successful production. Currently, the industrial sector is growing rapidly with various types of business scales, production, and services that provide employment opportunities to the wider community. Along with this, the need for quality human resources is increasingly recognized and must be had to increase productivity. Productivity can be simply interpreted as a comparison between goods and services produced (output) and the resources (input) used to produce them. The input in question can include labor, capital, materials and other inputs combined and used to produce goods and services, services with a certain quality to meet customer demand. Often terms such as efficiency, effectiveness go hand in hand with productivity. Productivity can be seen from two dimensions, namely individual and organizational. In the individual dimension, productivity is closely related to a person's personality who always strives to achieve better quality, while in the organizational dimension, productivity measures how input compares to output. In an organization, certain productivity can be achieved with the efforts and abilities of workers. In order for the work achieved to be productive, work discipline, abilities obtained from training, and work motivation are required by employees.

The main reason work discipline contributes to productivity is because it reflects employee attitudes towards the work rules in the organization. Work discipline itself is a management activity to carry out various operations in accordance with existing standards in the company (Handoko, 2014). In addition, humans are not free

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from mistakes and errors, so work discipline is needed to enforce the maintenance of the order needed so that the goals or targets that have been set can be achieved (Siagian, 2018). Each organization establishes a set of provisions or work disciplines that must be followed by its members and it is expected that employees or staff will voluntarily work cooperatively to follow these rules so that company activities run well (Priansa, 2018). Good discipline reflects a person's great sense of responsibility for the tasks assigned to him. (Hasibuan, 2017).

Productivity is also achieved by the work skills acquired by employees through job training. Job training involves the learning process to acquire and improve skills (Louhenapessy & Wijono, 2015) Appropriate job training will equip employees with the skills needed to carry out tasks. Employees who have the required skill level are found to be more productive. Skills through employee training can also increase job satisfaction (Roberts, 2022).

Another factor that employees need to be productive is work motivation. Motivation is a strong energy that drives employees to carry out tasks optimally according to their abilities and responsibilities (Hasibuan, 2017). Motivation is easier to develop in a positive work environment. Productivity can be created if the work process is carried out according to the right and careful procedures and mechanisms or those that are considered the best in carrying out a job (Purnama & Araffah, 2020). Activities to increase productivity must start with efforts to foster encouragement or motivation to be successful in carrying out work based on awareness.

PT SAS is a company that provides multi-service professional services with the main business in Professional Cleaning Services and Security Services. This company is managed by a team that is experienced and dedicated for more than 15 years in their fields. This company has branches in several regions of Indonesia, including in the city of Medan (PT SAS, 2024). PT SAS's main priority is to maintain high-quality services for customers by ensuring human resources who have adequate work discipline, work training, and work motivation to carry out their duties productively. However, this expectation is not easy to achieve. According to an initial survey, it was found that there were employees who did not do their work according to the expected quality or completion time. There were also employees who were still late arriving at work, some used work time for other activities, or did work not according to the expected quality or results.

There were employees who did work not according to the expected quality or quantity. Another problem that can occur is the lack of employee motivation in working. This has an impact on the quality and quantity of work results. Employees who lack motivation do not do their work wholeheartedly so that the quality of work does not meet the expected quality, even though it seems that employees complete the task on time. On the other hand, employees are lazy which can result in low work quantity and at the same time on work quality. For example, an employee who is in charge of maintaining the garden can report that he completes the work on time, but upon inspection, in various parts of his work is careless. Lack of motivation can be caused by various things such as dissatisfaction with salary, type of work, or excessive workload.

These problems can be detrimental to the employees themselves and also PT SAS as a service provider. If cases like this often occur, employees will lose their jobs because they will be replaced by other people who are more skilled, disciplined, and productive. On the other hand, PT SAS can lose their contract with the employer. Therefore, skilled, disciplined employees are needed, who have strong motivation in working so that the company's goals can be achieved and employees can work well sustainably.

LITERATURE REVIEW

Productivity

Productivity is generally defined as the ratio of output volume to input volume. In other words, productivity is a measure of how efficiently production inputs, such as labor and capital, are used in an economy to produce a given level of output. On a broad scale, productivity data are used to investigate the impact of product and labor markets, regulations on economic performance. Productivity growth is an important element for modeling production capacity, measuring the position of the economy in the business cycle and estimating economic growth (Krugman, 2021).

Productivity can be measured in terms of quantity, quality, or timeliness of work. Productivity is a measure of productive efficiency. a comparison between output and input (Sutrisno, 2016). Input is often limited to labor, while output is measured in physical units, form and value. As stated (Sedarmayanti, 2016) productivity is a comparison between the results achieved and the role of employees per unit of time. Hasibuan (2017) states that productivity is a comparison between results and input. Increased productivity will increase efficiency (time-materials-labor) and work systems, production techniques and increased skills of the workforce. Higher productivity will result in growth, greater profitability and better social progress (Hanaysha, 2016). In addition,

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more productive employees can earn better wages/salaries, better working conditions, and profitable job opportunities. In addition, higher productivity tends to maximize competitive advantage through cost reduction and increased high quality output (Bukit et al., 2017).

Indicators of work productivity include the ability to perform tasks, improvement of results achieved, work spirit, self-development, quality, efficiency (Sutrisno, 2016). Factors that can affect work productivity according to (Sunyoto, 2015) include education, training, motivation, and work discipline. However, this study discusses three factors, namely training, motivation, and work discipline.

Work-discipline

Work discipline is an attitude of employee willingness and willingness to comply with and obey the norms and regulations that apply in the company (Sutrisno, 2016). Good work discipline will accelerate the company's goals, while low discipline will hinder and slow down the achievement of organizational goals. Work discipline reflects the extent of a person's sense of responsibility for the tasks given to him/her (Hasibuan, 2017). The better the employee's discipline, the higher the performance that can be achieved. This encourages passion and work spirit, and the realization of the goals of the company, employees, and society. Mangkunegara (2016) quoted Davis's opinion that work discipline is the implementation of management to strengthen organizational guidelines. Work discipline is an attitude of respect for the company's regulations and provisions that exist within the employee, which causes employees to voluntarily adjust to the company's regulations and provisions. Work discipline shows awareness, the extent to which a person is willing to obey company rules brings benefits to both themselves and the company.

Factors that influence work discipline include the extent of obedience to time rules, obedience to company regulations, obedience to rules of conduct at work, and obedience to norms. Obedience to time is seen from the time of entry to work, the time of going home and the time of rest that are on time in accordance with applicable regulations. Obedience to company regulations includes obedience to basic regulations on how to dress, and behave at work. Obedience to rules of conduct at work is shown by how to do work in accordance with the position, duties, and responsibilities and how to relate to other work units. Obedience to norms, namely obedience to the rules about what norms apply and need to be followed by employees.

Job Training

Training is a process in which people gain the ability to equip human resources in achieving organizational goals. Training provides someone with specific and identifiable knowledge and skills to be used in their current job. Mangkunegara (2016) states that training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills in limited objectives. Training is also an effort to improve employee performance in their current job or in other jobs that they will hold soon Sutrisno (2016). Training also includes a systematic process of changing employee behavior to achieve organizational goals, helping to achieve certain skills and abilities to succeed in carrying out their work (Zainal & Sagala, 2014).

There are two types of job training, namely on the job training and off the job training. On the job training includes informal training and formal training. In informal training, trainers are not specifically available. Participants must observe and imitate other jobs that are currently working, then carry out the work themselves. In formal training, participants have a special mentor, usually appointed by a senior expert worker (Sedarmayanti, 2016).

The indicators used to measure job training according to Mangkunegara (2016) include training instructors, training participants, training materials, training methods, and training objectives. Training is generally oriented towards improving skills, so the training chosen to provide training materials must be truly in accordance with their fields, personal and competent, so it is necessary to measure the instructor's mastery of the material, and the instructor's level of education.

Work Motivation

Another aspect that contributes to employee productivity is work motivation. Motivation is a driving factor that according to Herzberg in Priansa (2018) can come from outside oneself that influences a person's behavior in work and daily life. George and Jones in Julistia (2015) stated that work motivation is a psychological force within a person that determines the direction of a person's behavior in an organization, level of effort, and persistence in facing obstacles. In line with this, Abbah in Nguyen et al. (2020), employees with high motivation were found to

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be more productive. Mangkunegara (2016) stated that motivation is a driving force for all elements of the organization to work together in carrying out their tasks or functions in the organization. However, this driving force can be directed towards a goal, as stated by (Darodjat, 2015) that from a process perspective, motivation is interpreted as an activity that causes, channels, and maintains human behavior. In accordance with this opinion, the level of motivational strength can change. Motivation tends to decrease when satisfaction is achieved, satisfaction is blocked, cognitive differences, frustration, or because the strength of motivation increases. In organizations, where people work together and interact, motivation is absolutely necessary as a fuel that drives people to carry out activities together or individually to achieve predetermined goals (Wibowo, 2017).

Motivation can be measured based on three factors, namely direction of behavior, level of effort, and level of persistence. The direction of behavior in question is the attitude chosen by employees to be shown from the many potential behaviors they can show. This indicator shows how hard someone works to show the behavior they choose. The efforts made are not only through the benefits given to the company but also from how much effort the employee makes to produce these benefits for the company. Persistence or persistence is the level of a person's ability to face obstacles and problems to complete a job. Persistence describes the efforts that have been made by someone to solve problems individually or in groups (George and Jones in Julistia (2015).

Relevant studies on productivity include Marlapa & Mulyana (2020) stated that the better employee discipline, the higher employee productivity, because employees follow procedures, time efficiently, and work methods set by the company to do their jobs. Maisaroh & Suarmanayasa (2022) stated that work discipline has a broad impact on employee productivity so that work discipline is an important factor for productive employees. In relation to work training, Haryati & Sibarani (2022) found that there was a significant increase between employee productivity before and after receiving training. The same thing was stated by Fadilah (2020), training increases employee skills and confidence in carrying out their duties. Regarding motivation, Khair & Astuti (2021) in their research found that employees need a level of motivation according to the work conditions or situations they face. Purnamawati (2023) that the three variables, namely work discipline, training, and work motivation have a significant and positive effect on work productivity.

In line with the scope of this study, three factors contribute to employees' productivity. Thus, this study aims to prove the following hypotheses: 1) Work discipline has a positive and significant effect on employee productivity 2) Work training has a positive and significant effect on employee productivity; 3) Work motivation has a positive and significant effect on employee productivity.

METHOD

As stated that this study aims to determine the effect of work discipline (X1), work training (X2), and work motivation (X3) on employee productivity (Y) of PT SAS, the influence is known through the causal relationship between variables so that it is called a comparative causal quantitative study (Noor, 2016). The magnitude of the influence of one variable on another can be correlational after being proven by testing the hypothesis to see the relationship between variables through analysis assisted by statistical software, namely SPSS. The sample of this study was 108, which was determined based on the census method (Sugiyono, 2017). This research was conducted from March 2024 to September 2024. Primary data was obtained by questionnaire. Respondents' opinions were measured through responses to variable indicators using a Likert scale. Before the analysis of the influence between variables was carried out, a data quality test and a classical assumption test were carried out. After that, multiple linear regression tests, hypothesis tests, and determination tests were carried out to see the level of influence, significance, and closeness between the variables studied.

RESULTS AND DISCUSSION

Results

Before conducting testing of the influence between variables through hypothesis testing, it is necessary to ensure that the data collected has met the testing requirements, namely through data quality testing and classical assumption testing. Based on the results in Table 1, the Validity Test shows that $r_{count} > r_{table}$, so it is concluded that all questions from each variable are declared valid because the value of $r_{count} > r_{table}$ (0.1891). Based on Table 2, the results of the Reliability Test show that the Cronbach Alpha value is greater than 0.60, so it can be concluded that all questions on the variables Work Discipline (X1), Job Training (X2), Work Motivation (X3), and Productivity (Y) are said to be reliable. The results of the Kolmogorov-Smirnov data normality test in Table 3 show that the significant value of Asymp. Sig. (2-tailed) is 0.200, which means it is greater than 0.05 so it is

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concluded that the data is normally distributed. The results of the Multicollinearity Test in Table 4 show that each variable has a tolerance value > 0.10 , and a VIF value < 10 , so it can be concluded that the relationship between variables does not show any multicollinearity problems. The results of Heteroscedasticity (Glesjer Test) in Table 5 the relationship between variables in the study is free from heteroscedasticity problems because the significance value of all variables is > 0.05 .

Based on the hypothesis test, it was found that each variable had a t count value $> t$ table as seen in Table 7, so it can be concluded that there is a significant influence of Work Discipline (X1) on Work Productivity (Y) partially with a significance of 0.0032 and $t = 2.180$. In addition, there is a significant influence of Work Training (X2) on Work Productivity (Y) partially with a significance of 0.028 and $t = 2.232$. There is a significant influence of Work Motivation (X3) on Work Productivity (Y) partially with a significance value of 0.000 and $t = 5.184$.

In addition, the simultaneous test shows a Sig. value < 0.05 where the F count value is 36.954 $> F$ table value of 2.691 (Table 8). Because the F count value $> F$ table, it can be concluded that H_a is accepted and H_o is rejected. Based on the results of the two analyses above, it is concluded that Work Discipline (X1), Work Training (X2), and Work Motivation (X3) simultaneously affect Work Productivity (Y).

The results of the determination test show that the adjusted R Square value obtained is 0.516 which can be called the coefficient of determination. This shows that 51.6% of work productivity can be obtained and explained by work discipline, work training, and work motivation. While the remaining 48.4% can be explained by other factors or variables outside this research model. The greater the R value, the closer the relationship between the independent variables and the dependent variables. There is a close influence between Work Discipline (X1), Work Training (X2), and Work Motivation (X3) on Employee Work Productivity (Y).

Discussion

In line with the research problems based on the phenomena that occur in the field, the results of the analysis conducted to determine the influence of work discipline, work training, and work motivation on employee productivity at PT SAS show alignment with the results of previous studies (Tohidi, 2011), (Grip & Sauermann, 2013), (Mentari Muslimin et al., 2016), (Marlapa & Mulyana, 2020), (Maduningtias, 2020) (Suryadewi et al., 2020). The difference between this study and previous studies is the level of influence produced, this is due to the different number of samples and types of industries.

Work discipline has a positive and significant effect on employee productivity at PT Sukses Anugrah Sejahtera. Although problems were found in the initial survey regarding employee lateness, punctuality, compliance with work procedures and rules, this can be overcome by implementing employee inspections at the work location from time to time. This is in line with the opinions of (Marlapa & Mulyana, 2020), Purnama & Araffah (2022), Dachi et al., (2022), Sari & Kustini (2020) that enforcement of employee discipline needs to be carried out so that productivity can be maintained. Regarding the gaps or problems identified based on the initial survey with a small number of respondents, they have been answered in this study.

Job training has a positive and significant effect on employee productivity at PT Sukses Anugrah Sejahtera. Although the initial survey showed that the level of employee satisfaction with the quality and quantity of work produced was not optimal. However, on the other hand, most employees received training from instructors who mastered the training material and work practices, and there was high enthusiasm from employees for job training. This means that the results of the initial survey were not much different from the perceptions of employees with a larger sample size. The results of this study are in line with other studies, namely Grip & Sauermann (2013), Morikawa (2021), and Fadillah (2020) which stated that job training had a positive and significant effect on employee productivity. Work motivation has a positive and significant effect on employee productivity at PT Sukses Anugrah Sejahtera. The problem identified at the beginning of the study regarding work motivation was that there were still employees who were less enthusiastic in carrying out their work.

This is due to the work being less challenging. However, based on the results of testing work motivation with a larger sample, it shows that most employees are enthusiastic about carrying out tasks and completing work, trying to complete work well and on time and exerting all efforts and abilities even though the work is less challenging or boring. The findings of this study are in line with the opinions of (Listiana & Aslamiyah, 2024) Maisaroh & Suarmanayasa (2022), Suryadewi, et al. (2020) who stated that work motivation has a positive and significant effect on employee productivity. However, other studies show different results. For example, (Purnama & Araffah, 2020) stated that work motivation does not have a partial effect on work productivity. In fact, in this study with a larger sample of 108 people, it was found that the influence of motivation was very high on work productivity. This is especially in line with the findings of (Maisaroh & Suarmanayasa, 2022), because it was

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found that the higher the work motivation of employees, the more persistent and greater the employee's efforts to maintain the quantity and quality of work, and the better their views on work.

Based on the points of the problem and the results of the analysis that have been presented above, this study shows that three factors or variables simultaneously affect employee productivity. The variables and their influences from the largest to the smallest are Work motivation (X3) of 0.594; then Work discipline (X1) of 0.227; and the smallest but still significant influence is Work Training (X2) of 0.14. It can be seen that the work motivation variable is the most dominant factor influencing work productivity, while Work Discipline and Work Training have almost the same influence on the work productivity of PT SAS employees. The magnitude of the influence of the three variables on productivity is clearly known from the results of the determination test, where the R square value for work discipline, work training, and work motivation is 0.516. This means that in this study the three factors contribute around 51.6% to the total employee productivity. In other words, there are still other variables that influence employee productivity, but this is outside the scope of this study.

CONCLUSION

The results of this study indicate that partially, each variable of work discipline, work training, and work motivation has a positive and significant effect on the work productivity of PT SAS. Simultaneously, it also shows that work discipline, work training, and work motivation simultaneously have a positive and significant effect on the work productivity of PT SAS employees. In relation to the existence of employees who are still late arriving at work or who use work time for other activities, it shows that employees need to improve their work discipline. Work discipline mostly comes from within the employee, namely the awareness of the importance of a sense of responsibility and appreciation for commitment. However, work discipline can be enforced by the company through supervision or field inspections by PT. SAS. The problem of employees who do not complete work according to the expected quantity and quality is also influenced by the level of skills they have. Although employees have been given training, in order for the training to have a maximum impact on employees, the training materials and practices must be truly in accordance with the needs of employees, so that employees are equipped with the skills needed to complete their work well. Related to employee work motivation which is seen through the lack of employee effort in completing work, is seen from the attitude of being lazy or bored because they feel their work is not challenging enough. This results in not doing the work wholeheartedly so it does not achieve the expected quality and quantity. However, this problem needs to be explored further, to find out what factors cause employees to lack work enthusiasm, and what must be done to improve employee work enthusiasm. Based on the results of the study, it is known that there is a close influence between work discipline, work training, and work motivation on employee productivity. For this reason, PT SAS needs to pay attention to these three areas and make improvements to the problems found, so that employees can more fully have work discipline, have adequate work skills and motivation to carry out their duties. Thus, improvements to these three factors have a real effect on work results both in quality and quantity, which means increasing employee productivity.

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1. Data Quality Test

Table 1. Validity Test Result

Variabel	Symbol	r-count	Rtable	Description
X ₁ Work discipline	X1.1	0,737	0,1891	Valid
	X1.2	0,651	0,1891	Valid
	X1.3	0,700	0,1891	Valid
	X1.4	0,737	0,1891	Valid
X ₂ Job training	X2.1	0,660	0,1891	Valid
	X2.2	0,659	0,1891	Valid
	X2.3	0,713	0,1891	Valid
	X2.4	0,740	0,1891	Valid
X ₃ Work motivation	X3.1	0,730	0,1891	Valid
	X3.2	0,781	0,1891	Valid
	X3.3	0,799	0,1891	Valid
Y Productivity	Y.1	0,465	0,1891	Valid
	Y.2	0,633	0,1891	Valid
	Y.3	0,624	0,1891	Valid
	Y.4	0,641	0,1891	Valid
	Y.5	0,674	0,1891	Valid
	Y.6	0,602	0,1891	Valid

Table 2. Reliability Test Result

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
X ₁	.655	4
X ₂	.667	4
X ₃	.657	3
Y	.653	6

2. Classical Assumption Test

Table 3. Normality Test Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		108
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,32514560
Most Extreme Differences	Absolute	,042
	Positive	,040
	Negative	-,042
Test Statistic		,042
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

Table 4 Multicollinearity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	9,785	1,353			
Work Discipline	,227	,104	,204	,529	1,889

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Job Training	,214	,096	,183	,690	1,448
Work Motivation	,594	,115	,458	,597	1,675

a. Dependent Variable: Productivity

Tabel 5 Heteroscedasticity Results (Glesjer)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,474	,796		1,859	,066
Work Discipline	-,044	,061	-,095	-,728	,468
Job Training	,103	,056	,209	1,828	,070
Work Motivation	-,110	,067	-,202	-1,643	,103

a. Dependent Variable: abs_RES

Table 7. Hypotesis Test Result

Model	Coefficients ^a		
	t	Sig.	
1 (Constant)	7,231	0,000	
Work Discipline (X ₁)	2,180	0,032	
Job Training (X ₂)	2,232	0,028	
Work Motivation (X ₃)	5,184	0,000	

a. Dependent Variable: Produktivitas Kerja (Y)

Table 8 F Test Results (Simultaneous)

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	200,292	3	66,764	36,954	,000 ^b
Residual	187,893	104	1,807		
Total	388,185	107			

a. Dependent Variable: Productivitu

b. Predictors: (Constant), Work Motivation, Job Training, Work Discipline

Tabel 9. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,718 ^a	,516	,502	1,344

a. Predictors: (Constant), Work Motivation (X₃), Job Training (X₂), Work Discipline (X₁)