

# Effect of Work Discipline and Employee Training in the State Power Plant Distribution Corporation of West Java and Banten on Employee Performance

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## Abstract

*The company's attention to employee performance is very high, as well as the West Java and Banten State Electricity Distribution Companies are concerned about the problems that occur in the performance of their employees. This corporation has three standards in determining the performance of its employees, namely SAIDI, SAIFI, and Distribution of Loss. The main problem with the performance of employees in this company is that it fluctuates every year and the average is always below that standard. Factors that affect employee performance include compensation, leadership, work motivation, work discipline, and other factors. The purpose of this study was to analyze the effect of work discipline and training on employee performance in the company. Researchers carry out application research with a verification research design through a quantitative approach. The sampling technique used is Proportionate Stratified Random Sampling. Data processing is done by path analysis. The results showed that work discipline and job training had an effect on employee performance.*

**Keywords:** work discipline, job training, employee performance

## Introduction

PT. PLN as a state-owned company in Indonesia in charge of supplying and regulating electricity supply and is the only government-owned company that provides electricity services, therefore it has a monopoly right on electricity sales in Indonesia which refers to Act. 30 of 2009 concerning electricity, hereinafter This is called the Electricity Act.

With this monopoly right, PT. PLN has a large number of consumers consisting of housing, buildings, offices, and industries. Every year the need for electricity in Indonesia continues to increase, as a result of improving the quality of people's welfare accompanied by industrial developments in Indonesia.

Likewise at PT. PLN Distribution West Java and Banten is a State Electricity Company that has important duties and concerns in assessing the performance needed by employees because it can improve employee performance. Other issues that PLN responded to included complaints about PLN's electricity meter registration, complaints of electricity theft and high customer debt.

Performance or business results can be said as a measure of the extent to which the company can achieve the goals that have been agreed or set so that the company can understand how important it is to build better human resources in the future. able to compete in today's global era. According to Kashmir, performance is the result and work behavior achieved by each individual who fulfills the duties and responsibilities given within a certain period of time, then individual performance will result in the performance of the unit or organization or company. Organizational performance data for the last three years at PT PLN (Persero) Distribution West Java and Banten based on SAIDI, SAIFI, and Distribution Loss can be seen in the table below.

Table 1

**Customer Complaint Data for 2017-2019**

No	Year	SAIDI			SAIFI			Distribution Loss		
		Target	Realization	%	Target	Realization	%	Target	Realization	%
1	2017	219.00	202.80	92.6	8.96	3.01	33.5	5.65	5.54	98
2	2018	219.00	1.311.00	598.6	8.96	10.91	121.7	5.65	5.56	98.4
3	2019	219.00	204.00	93.1	8.96	2.04	22.7	5.65	5.58	98.7

Source: PT PLN (Persero) Distribution West Java and Banten

Likewise at PT. PLN Distribution West Java and Banten is a State Electricity Company that has important duties and concerns in assessing the performance needed by employees who can improve performance. Other issues that PLN responded to included complaints about PLN's electricity meter registration, complaints of electricity theft and high customer debt. In this case the company is still trying to improve services without increasing electricity tariffs, in accordance with the motto "Electricity for a Better Life". However, if you refer to the data that the performance conditions of employees at PT. PLN (Persero) Distribution of West Java and Banten experienced a decline in all aspects from 2018 to 2019 from 78% to 69%. This should receive the main attention because the normal limit for the value of the quantity and effectiveness indicators expected by PLN is 72.6%.

Based on the results of observations and interviews with HRD PT. PLN (Persero) Distribution West Java and Banten that there is also a problem with employee work discipline, where this shows that employees are still low awareness of the importance of work discipline and the lack of firmness of superiors in giving sanctions where so far employees who are not disciplined are only given verbal warnings so as not to discourage employees. On the other hand, the company is also trying to improve the competence of its employees, productivity and work ethic, so training is one of the things that PLN is trying to do in this regard. However, there are still employees who do not attend the training/training. Based on the data obtained, according to the call for the training, there were a total of 152 employees, but only 85 employees attended the training.

### **Problem Formulation**

Based on the background of the research above, the problems to be formulated are as follows:

1. How do you describe Employee Discipline, Job training and employee performance in PT. PLN (Persero) Distribution West Java and Banten?
2. How much influence Work Discipline Against Employee Performance at PT. PLN (Persero) Distribution West Java and Banten?
3. How much influence Job training on employee performance in PT. PLN (Persero) Distribution West Java and Banten?

4. How much influence work discipline and job training on employee performance in PT. PLN (Persero) Distribution West Java and Banten?

### **Study Objectives**

#### **a. General Purpose**

The purpose of this study from a management perspective is to find out: the factors of work discipline and job training that are considered to have an effect on employee performance.

#### **b. Special Purpose**

The specific objectives of this study are to determine the results of the analysis: is to obtain data and facts that describe the results achieved and expected from the research by providing answers to the problems studied.

1. To find out an overview of Employee Work Discipline, Job Training and employee performance at PT. PLN (Persero) Distribution West Java and Banten?
2. To find out and analyze the influence of work discipline on employee performance at PT. PLN (Persero) Distribution West Java and Banten
3. To find out and analyze the influence of training on employee performance at PT. PLN (Persero) Distribution West Java and Banten
4. To find out and analyze the influence of work discipline and job training on employee performance at PT. PLN (Persero) Distribution West Java and Banten.

### **Benefits of Study**

The results of this study are expected to provide theoretical and practical benefits.

#### **c. Theoretical benefits**

The results of this study are expected to provide benefits, namely:

1. Contribute to the theory of human resource management, especially in managing employees and controlling their performance
2. For further researchers, it is hoped that the results of this research can be used as a reference in learning human resource management, employee management and performance control

#### **d. Practical Benefits**

The findings of this study are practically an input for the analysis of employee performance in the field of human resource management, in terms of:

1. Determining the right strategic steps in an effort to predict employee management and performance control.
2. It is hoped that the results of this study will add to the existing knowledge base in human resource management, so that it can be a reference for other researchers in seeking new knowledge in the field of corporate human resources.

### **Research Framework**

Human resources as the driving force of the organization are known by the actors of the participants, and their function is very supportive for the success of the organization. In general, to obtain the maximum level of employee development, there is a harmonious work interaction between employees and the integration of human resources effectively or the purpose of efficiency and cooperation which has an impact on increasing the expected work productivity. If the organization fails to achieve its goals, then the human factor can be the cause in it. So employees need to receive encouragement or motivation to be able to work better so that performance can be achieved. Reviewing the importance of the human factor in achieving organizational goals, it is necessary to have good management tasked with managing it.

Employee performance is one of the most dominant factors in improving company performance. According to [1] for solutions related to improving employee

performance, there are several possibilities that companies can do, including through providing training, motivation, and work discipline. Everyone has their own abilities, but their abilities are not necessarily in accordance with the specifications that are sought and needed by the company, therefore it is important for companies to carry out training so that employees know what to do and how to do it. In addition to training, work discipline is one of the important factors that can determine employee performance.

Work discipline is very important because without work discipline, every job will not be completed properly. Thus, it is undeniable that work discipline is a determining factor for success in a company, if work discipline is ignored it will hinder and will harm the company. As evidence, the higher a person's discipline in work, then it will affect employee performance. The results showed that work discipline had a positive effect on employee performance. The results showed that work discipline had an effect on employee performance. The results showed that work discipline had an effect on employee performance. The results showed that work discipline had an effect on employee performance.

As for the old employees, training is provided in line with changes in work methods, which demand changes in the attitudes of employees' knowledge and skills and abilities. A training program in a company is one way to improve employee performance. By providing this training, it is intended to assist them in increasing their knowledge, skills and abilities in their fields. To reveal the relationship between training and employee performance, [2] stated that employee development through training is to improve the technical, theoretical, conceptual, and moral abilities of employees so that their performance is good and achieves optimal results. [3] that one of the benefits of training for companies is to help develop leadership skills, motivation, loyalty, attitudes and other aspects that are usually shown by workers. In a study conducted by Tommy Hartono, [4] entitled *The Effect of Work Discipline and Training on Employee Performance at PT BPR Sejahtera Batam*. The results of the study stated that there was a simultaneous positive and significant effect between training and work discipline on employee performance at PT. The results showed that partially and simultaneously both the discipline variable ( $X_1$ ) and the job training variable ( $X_2$ ) had a positive and significant effect on the employee performance variable. Based on the pattern of thinking above, the research paradigm is described as follows: attitudes and other aspects that workers usually display. In a study conducted by Tommy Hartono, [4] entitled *The Effect of Work Discipline and Training on Employee Performance at PT BPR Sejahtera Batam*. The results of the study stated that there was a simultaneous positive and significant effect between training and work discipline on employee performance at PT. The results showed that partially and simultaneously both the discipline variable ( $X_1$ ) and the job training variable ( $X_2$ ) had a positive and significant effect on the employee performance variable. Based on the pattern of thinking above, the research paradigm is described as follows: attitudes and other aspects that workers usually display. In a study conducted by Tommy Hartono, [4] entitled *The Effect of Work Discipline and Training on Employee Performance at PT BPR Sejahtera Batam*. The results of the study stated that there was a simultaneous positive and significant effect between training and work discipline on employee performance at PT. The results showed that partially and simultaneously both the discipline variable ( $X_1$ ) and the job training variable ( $X_2$ ) had a positive and significant effect on the employee performance variable. Based on the

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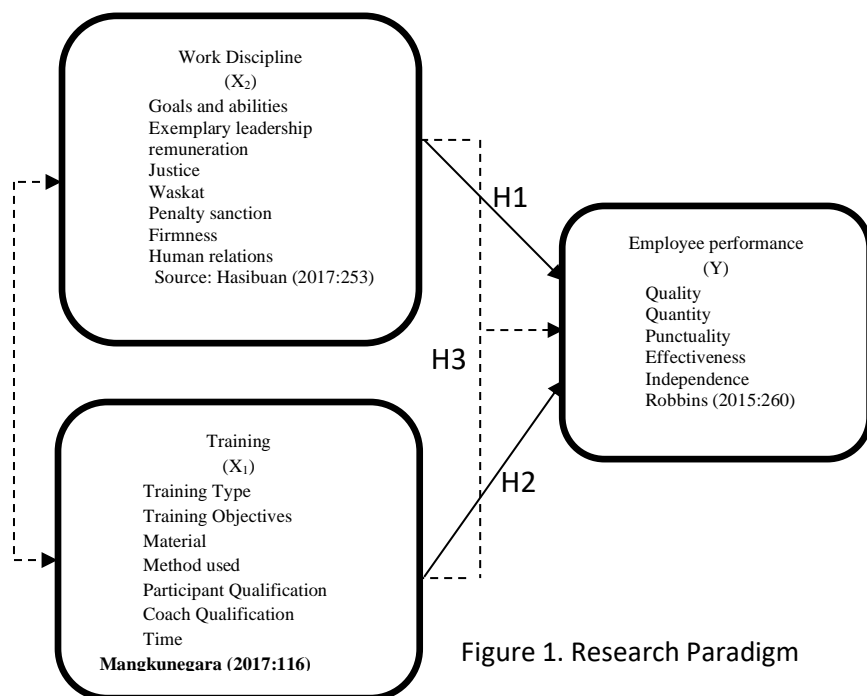


Figure 1. Research Paradigm

**Research methods**

Researchers carry out application research with a verification research design through a quantitative approach. The sampling technique used is Proportionate Stratified Random Sampling. Determination of respondents in this study using the formula Isaac and Michael. These formula has given useful calculation results to determine the number of samples based on the error rate of 1%, 5% and 10%. With the following formula:

$$S = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N - 1) + \lambda^2 \cdot P \cdot Q}$$

The formula for Proportionate Stratified Random sampling according to Riduwan and Kuncoro (2017: 66), as follow:

$$ni = \frac{Ni}{N} \cdot n$$

Based on the above formula, the population size of 258 people becomes a sample size of 155 people. Furthermore, the hypothesis path paradigm diagram

contained in Figure 1 is translated into several sub hypotheses stating the influence of the most dominant independent sub variables on the dependent variable into a hypothetical sub structure path diagram in order to clarify the description presented in the research results. More details can be seen in Figure 2 following.

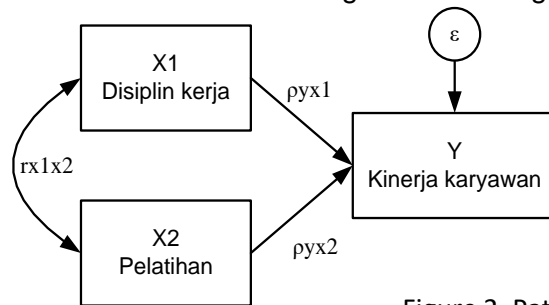


Figure 2. Path Analysis

This figure illustrates the relationship between exogenous variables, namely  $X_1$  and  $X_2$  with endogenous variables, namely  $Y$ . Each variable, both exogenous and endogenous, is depicted in the form of a square or box while the error ( $\epsilon$ ) or other variables outside  $Y$  are depicted in a circle. In addition to using path diagrams to state the model being analyzed, path analysis can also be displayed in the form of equations commonly called structural equations.

**Results and Discussion**

Based on the results of data processing, the Normality, Multicollinearity and Heteroscedasticity Tests are shown in table 2; table 3 and figure 3 below:

Table 2

**Kolmogorov test for one Sample**

		Work Discipline	Training	Performance
N		155	155	155
Normal Parameters, b	mean	3.9355	3.7097	3.9419
	Std. Deviation	.38943	.54615	.39868
Most Extreme Differences	Absolute	.456	.457	.448
	Positive	.389	.298	.390
	negative	-.456	-.457	-.448
Kolmogorov-Smirnov Z		5.679	5.694	5.580
asyp. Sig. (2-tailed)		.263	.372	.211

a. Test distribution is Normal.

b. Calculated from data.

Table 3

Model	Collinearity Statistics	
	Tolerance	VIF
1		
	(Constant)	
	Work Discipline	.788
	Training	.788
		1,270
		1,270



Figure 3

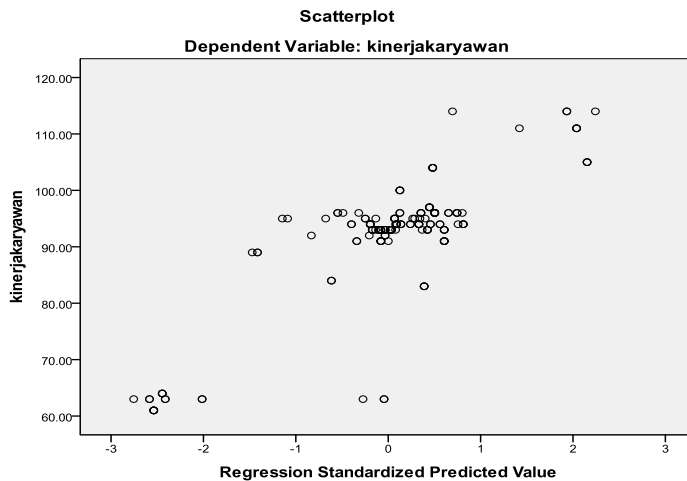


Table 3

**Simultaneous Hypothesis Testing (F Test)**

ANOVA <sup>b</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13,719	2	6859	96,914	.000a
	Residual	10,758	152	.071		
	Total	24,477	154			
a. Predictors: (Constant), Training, Work Discipline						
b. Dependent Variable: Performance						

Based on Table 4, it can be seen that the  $F_{\text{statistical}}$  value is 96.914, while  $F_{\text{critical}}$  is 1.645 with degrees of freedom at a level of 0.05 (5%), then from simultaneous hypothesis testing is  $F_{\text{count}} (96.914) > F_{\text{critical}} (1.645)$ , so  $H_0$  is rejected and  $H_a$  accepted, which means that simultaneously there is an influence of work discipline and job training on employee performance at PT. PLN (Persero) Distribution West Java and Banten.

Table 4

**Partial Hypothesis Test Results**

Model	t	Sig.	Correlations			
			Zero-order	Partial	Part	
1	(Constant)	3,761	.000			
	Work Discipline	10,547	.000	.729	.650	.567
	Training	3.204	.002	.489	.252	.172

a. Dependent Variable: Performance

Based on table 5, it is stated that the X variable has an influence in influencing the Y variable, namely work discipline and job training. Thus it can be explained that partially the value of  $t_{\text{statistical}} (10.547) > t_{\text{critical}} (1.645)$ ,  $H_0$  is rejected &  $H_a$  is accepted, meaning that work discipline affects employee performance. Likewise, the value of  $t_{\text{statistical}} (3.204) > t_{\text{critical}} (1.645)$   $H_0$  is rejected &  $H_a$  is accepted, meaning that the job training variable has an effect on employee performance. The causal structure

between work discipline and training on employee performance can be seen in the following figure:

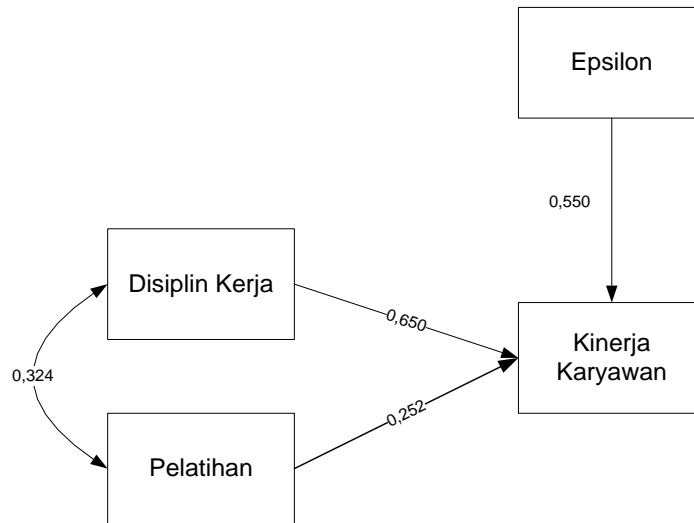


Figure 4. Path Chart

Based on Figure 4, it reveals the causal interaction between the X variables together using the impact value of each X variable on the Y variable, where the interaction relationship between work discipline variables ( $X_1$ ) using training ( $X_2$ ) is 0.324, while creating a path relationship for each X variable. on the Y variable, it can be explained that the coefficient of work discipline path ( $X_1$ ) on employee performance (Y) is 0.650, the training path coefficient ( $X_2$ ) on employee performance (Y) is 0.252. The magnitude of the direct and indirect influence on this study can be reviewed in the following table:

Table 5

**Path Coefficient Test Results for the amount of direct and indirect influence of Work Discipline and Job Training on Employee Performance at PT. PLN (Persero) Distribution West Java and Banten**

X	Direct Influence on Y	Indirect Influence Through		
		Work Discipline	Work training	Total
Work Discipline	0.4225	-	0.1055	0.528
Work training	0.0635	0.1055	-	0.169
Total				0.697

Source: Data Processing Results, 2021

Based on the calculation of the path coefficient in table 6, it is obtained that there are direct and indirect effects between variables X and Y variables, namely the work discipline variable is the variable with the highest direct influence with an influence value of 0.4225 or 42.25%, while the lowest direct effect in this study there is an influence between training on employee performance with an influence value of 0.0635 or 6.35%. Through the calculation of the effect of work discipline and training on employee performance as a whole, the influence value is 0.697 or 69.70%. While the influence of other variables not examined in this study or the epsilon variable is 0.550 or 55.00%.

**Conclusion and Recommendation**

**e. Conclusion**

PLN (Persero) Distribution of West Java & Banten can be said to be good, this is according to the responses of respondents who show that the clarity of goals makes



them more obedient to work, exemplary leadership is needed to enhance employee discipline, leaders always put guidance, direction and encouragement to subordinates, the company puts rewards for employees who have good work discipline, equal rights and obligations among employees will make them more passionate about work, leaders are always active in supervising, making employees more responsible, employees are always actively working even without supervision based on leadership, the sanctions given are deemed reasonable, using the existence of action in carrying out company regulations, as a result, always creating discipline and harmonious relations between employees and leaders helping at work, but on the other hand that the company imposes less strict penalties for those who violate the rules. PLN (Persero) Distribution of West Java and Banten can be said to be good, this is according to the responses of respondents who showed that the type of coaching provided corresponds to the needs of the job, the training held by the company to enhance performance, the coaching method has been in accordance with the type of coaching, the suitability of the method using the material Coaching has been perfect, employees are always eager to participate in coaching, employees are eager to pay attention to the various training materials provided, Instructors master the training material and are able to present material well so that it can motivate participants, & Frequent training leads to increased loyalty and commitment of participants to profession.

#### **f. Recommendation**

Leaders must be able to apply strict sanctions in accordance with company regulations so that employees will be more obedient and afraid to violate work discipline. Therefore, the company's efforts to improve employee performance are by increasing good work discipline to encourage increased quantity and quality of work itself as well as training. With good work discipline and adequate training, employees can be encouraged to be more enthusiastic about trying to complete the amount of work produced in accordance with the targets set by the company.

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