

The Effect of Training, Compensation and Work Discipline on Employee Achievement

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ABSTRAK

Penelitian ini bertujuan untuk melakukan pengujian pengaruh pelatihan, kompensasi dan disiplin kerja terhadap prestasi kerja. Informasi yang diperoleh dari hasil penelitian ini dapat dijadikan bahan masukan untuk peneliti selanjutnya dan perusahaan. Populasi yang digunakan dalam penelitian berjumlah 99 orang, dengan menggunakan metode pengambilan sampel dengan total sampling dengan hasil sampel yang ditemukan sebesar 89 orang. Data penelitian ini merupakan data primer dan sekunder, data primer diperoleh dari kuesioner yang diberikan kepada responden dan data sekunder diperoleh dari perusahaan. Model analisis yang digunakan dalam penelitian ini adalah model analisis regresi linier berganda. Untuk mengetahui signifikansi variabel independen penelitian secara parsial terhadap variabel dependen digunakan teknik uji t. Sedangkan untuk mengetahui pengaruh variabel independen secara keseluruhan terhadap variabel dependen digunakan uji F. Hasil menunjukkan bahwa secara parsial variabel pelatihan mempunyai pengaruh terhadap variabel Prestasi Kerja, kompensasi berpengaruh terhadap prestasi kerja, sedangkan variabel disiplin tidak berpengaruh positif terhadap variabel prestasi kerja. Secara keseluruhan variabel yang diujikan mampu menjelaskan perubahan prestasi kerja karyawan.

Kata Kunci: pelatihan, kompensasi, disiplin kerja dan prestasi kerja

ABSTRACT

This study aims to examine the effect of training, compensation and work discipline on work performance. Information obtained from the results of this study can be used as input for further researchers and companies. The population used in the study amounted to 99 people, using a total sampling method with a sample of 89 people. The research data is primary and secondary data, primary data obtained from questionnaires given to respondents and secondary data obtained from companies. The analytical model used in this study is a multiple linear regression analysis model. To find out the significance of the independent variable partially to the dependent variable used the t test technique. Meanwhile, to determine the effect of the independent variables as a whole on the dependent variable, the F test was used. The results showed that partially the training variable had an influence on the Work Performance variable, compensation had an effect on work performance, while the discipline variable had no positive effect on work performance variables. Overall the variables tested are able to explain changes in employee performance..

Key words: training, compensation, work discipline and job performance

INTRODUCTION

The Asian Financial Crisis that occurred in the late 1990s damaged Indonesia's economic development (temporarily) and caused the

unemployment rate in Indonesia to increase to more than 20 percent and the number of workers who had to work below their level of

ability (underemployment) also increased, while many want to have a job full-time, can only get a job part-time. Most of the workforce who lost their jobs in urban areas due to the Crisis moved to rural areas and entered the informal sector (especially in agriculture).

Although Indonesia has experienced strong macroeconomic growth since the 2000s and it can be said that Indonesia has now recovered from the crisis in the late 1990s. This informal sector, both in cities and in villages, still plays a major role in the Indonesian economy. Although it is difficult to determine the exact number, it is estimated that around 55 to 65 percent of jobs in Indonesia are informal. Currently around 80 percent of informal employment is concentrated in rural areas, especially in the construction and agriculture sectors. (www.indonesia-investments.com; 2018).

Macroeconomic growth has been quite strong for more than a decade slowly has been able to reduce the unemployment rate in Indonesia. However, with two million Indonesians entering the world of work each year, it is a very big challenge for the Indonesian government to stimulate the creation of new job opportunities so that the job market can absorb the number of job seekers who continue to grow every year. With a total population of around 255 million people, Indonesia is the fourth most populous country in the world (after China, India and the United States).

Furthermore, this country also has a young population because about half of Indonesia's total population is under 30 years old. If these two factors are combined, the indication is that Indonesia is a country that has a large workforce, which will grow even bigger in the future, emphasizing the importance of job creation in the largest economy in Southeast Asia (Southeast Asia).www.indonesia-investments.com)

Human resources is part of the science of management which focuses its attention on regulating the role of human resources in

organizational activities. This is because in achieving its goals, organizations need human resources as system managers, and for this system to work, several important aspects are needed to manage it, such as training, development, motivation, and other aspects. This is what makes human resources an important indicator in achieving organizational goals effectively and efficiently (Mila Badriyah, 2015; 15).

To win a competition, companies must have superior human resources, this can be realized if human resources have competence in the implementation so as to create good work performance and get optimal results.

Job performance is a result that is highly desired, both by employees and the company. With a certain benchmark, in each company, work performance will be realized in the form of career advancement and achievement of certain targets in the company or targets of predetermined production results (Listyorini, et al, 2012; 2). Excess gains in production can also have a negative impact on a company's stock if the product is flooded with production, and is out of balance with production needs for marketing. Factors that are suspected to have quite a dominant influence on employee performance are the provision of good training, compensation and work discipline.

Training is a process of systematically changing employee behavior to achieve organizational goals. Training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out not quite enough he answered increasingly Good. according to standard (Mangkuprawira, 2004; 135).

Training is related to the expertise and ability of employees to carry out work. Training has an orientation short term, and has the ability to make work easier for its employees. Training is intended to improve the mastery of certain skills and work execution techniques, detail and routine. On each activity must have a direction to go, both

short term and long term. The intended direction is a plan that is stated as the result achieved.

In addition to training, compensation is an important factor for improving employee performance, because compensation is a reward for services provided to the company. Compensation in this case is salary or wages which are defined as something employees receive as remuneration for their work in Handoko (1992; 155). Meanwhile, according to Siagian (2009; 252), the interests of workers must receive attention in the sense that the compensation received for services provided to the organization must enable them to maintain their dignity as an honorable human being.

Human resources are absolute element in every activity in the company, according to Mahmud (2010) in Nursela (2012; 2) says that to be able to produce a good performance an employee is required to have high discipline. An employee is called highly disciplined if he has an attitude, mentality, and behavior that obeys the established rules.

Work discipline can affect employee performance, this statement is reinforced by the opinion of Hasibuan (2011; 193) stating that the better the employee discipline, the higher the work performance that can be achieved.

To improve work discipline, this can be done by imposing strict sanctions by giving SP (Warning Letters), verbal warnings and even deducting employee salaries provided that if a two-day sick leave with a doctor's letter is not subject to compensation deductions, if it exceeds two days it is subject to a five percent deduction. and if the employee has permission not to work, a two percent deduction per day is imposed, if the employee does not come to work without a statement (alpha) then a five percent deduction will be imposed in the day and if the employee dies before returning home, a compensation deduction of one percent will be imposed. Then when employees go on business trips and leave, the employees still get their rights in accordance

with the provisions of the rules that apply to company management.

Employees are not fully aware that discipline is very influential on the progress of the company's organization and their work performance. Based on the background that has been described above by looking at the number of non-achieved production results targeted at several products for employees, the research problem is the influence of training, and compensation discipline work on employee performance

LITERATURE REVIEW

Training

Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. According to Rachmawati (2008: 110), training is an environment for employees, where they acquire or learn attitudes, abilities, skills, knowledge, and specific behaviors related to work.

Rivai and Sagala (2011: 212), training is a process of systematically changing employee behavior to achieve organizational goals. Training relates to the skills and abilities of employees to carry out the current job. From some of the definitions above, training is a process to improve employee competence and be able to train abilities, skills, skill and knowledge of employees to carry out work effectively and efficiently to achieve goals in a company.

Compensation

Hasibuan, (2010: 118), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. Compensation is everything that employees receive as compensation for their work. (Handoko, 2012: 155).

Mangkunegara,(2009:83) suggests that the administrative process of wages or salaries (sometimes called compensation) involves consideration or balance calculations. Compensation includes the form of direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity (Mangkuprawira, 2011: 203). Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from employees (Sofyandi, 2008:157). Compensation is everything received by employees as remuneration for their work or dedication (Soekidjo 2009: 142). Compensation is something employees receive as a substitute for their service contributions to the company (Veithzal rivai, 2009:741).

Work Discipline

Definitions according to research experts resulted from searches in existing books: According to Simamora (2007:476) Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. According to Siagian (2009: 305) Discipline is a management action to encourage members of the organization to fulfill the demands of these various provisions. With the definition above, it can be concluded that discipline is essentially a limitation of the freedom of employees and employees. Discipline in a company can be upheld if most of the rules are obeyed by part Most of the employees or employees, in practice to make sure that all regulations are obeyed by every employee. Therefore, in practice, if a company has been able to ensure that most of the regulations are obeyed by most of its employees, then actually discipline can already be enforced..

The Relationship between Training and Work Performance

Hasibuan (2009) if employee performance after attending training, both the quality and quantity of work increases, it means that the

training method set is quite good. But if the performance still means that the training methods are not good enough, then improvements need to be made. In addition, according to Sedarmayanti (2013: 163) employees are the most valuable organizational wealth, because with all the potential they have, employees can continue to be trained and developed, so that they can be more efficient, their achievements become increasingly optimal to achieve organizational goals. Furthermore, to examine and to determine the relationship between training and work performance, the researchers used reference from the results of research conducted by other people, Yunarsih (2008) it can be concluded that training has a positive effect on employee performance.

Relationship of Compensation to Work Performance

Hasibuan (2008: 117) argues that the amount of remuneration is determined and known in advance, so that employees know with certainty the amount of remuneration or compensation they will receive. This compensation will be used by the employee and his family to meet his needs. The amount of compensation received by employees reflects the status, recognition and level of fulfillment of needs enjoyed by employees and their families. If the remuneration received by employees is greater, it means that their position is getting higher, their status is getting better, and the fulfillment of their needs is also increasing. Thus job satisfaction is also getting better. Therein lies the importance of compensation for employees as a seller of energy (physical and mental). Furthermore, to examine and to determine the relationship of compensation to work performance, the researchers used reference from the results of research conducted by other people, including research conducted by Dini Krismasari and Agus Frianto 2014 that compensation shows a positive and significant effect on work performance.

Discipline to Work Performance

Discipline is a function operative of the most important human resource management because the better the employee discipline, the higher the work performance achieved (Hasibuan, 2010). Discipline arises because of a sense of responsibility towards work, compliance with regulations so that it will form the character of employees who are consistent and loyal both to the company and to their work so that it will have a good impact on employee performance. Furthermore, to examine and to determine the relationship of work discipline to work performance, the researchers used reference from the results of research conducted by other people, namely Yakhya Zahid (2017) it can be concluded that work discipline has a positive effect on employee performance.

METHOD

Population and Sample

In obtaining the data and information needed to discuss the problem, the research object was chosen to complete the completion in this study is PT employees Petrosida which is located on Jl. KIG Raya Kav. O No. 5 Father Manyar, Gresik, East Java). Population is a generalized area consisting of objects or subjects that have certain qualities or characteristics determined by researchers to be studied by Sugiyono, (2010: 115). The population referred to in this study is PT Petrosida's permanent employees, totaling 104 employees. The sample of this research is 99 permanent employees who have attended training.

Variable Operational Definitions

Following are the operational definitions of the variables in this study:

1. Training (X1) is an activity carried out by the company for employees in improving the ability or competence of employees with indicators as follows:
 - a. Instructor is a person who has been entrusted to be a companion

delivering training materials and is responsible for guiding participants in activities.

- b. Methods and content of training is a method and approach used in the implementation of training
 - c. Training Time is the accumulated time followed by employees in the process of implementing training.
 - d. Benefits of Training are the results obtained in training both conceptually and practically by employees.
2. Compensation (X2) is a forms of payment or rewards, both directly and indirectly, given by the company to employees for their labor and his mind. The compensation indicators are:
 - a. Salary is remuneration received by employees in the form of money periodically based on standards set by the company.
 - b. Incentives are additional remuneration provided to employees as a form of payment associated with work performance that exceeds standards and is a tool to motivate employees.
 - c. Protection is a compensation system that is not in the form of compensation, but by providing a sense of security, both in terms of financial, health and physical safety for employees such as insurance and pensions.
 - d. Facilities are compensation given to employees in the form of materials such as housing and vehicles.
3. Work Discipline (X3) Discipline is a process that can foster a person's feelings to maintain and improve objective organization regularly objective, through compliance with the rules organization (Simamora 2007:476). The indicators used are:
 - a. Time discipline
 - b. Discipline rules and regulations
 - c. Discipline Responsible for the use and maintenance of office equipment.

4. Job Achievement (Y) Hasibuan (2001: 105), that work performance is a work result that is achieved by someone in carrying out the tasks assigned to him which are based on skills, experience and sincerity and time assignments. The indicators used are:
 - a. Punctuality
 - b. Working quantity
 - c. Work quality

Data Analysis Technique

Data analysis used in this research is a quantitative analysis method in the form of multiple linear regression analysis. Multiple regression analysis is an analysis that is able to measure the strength of the relationship between the dependent (dependent) variable and the independent (independent) variable, which has more than one variable (Ghozali, 2016; 8). This multiple linear regression equation has conditions to pass the classic assumption test, namely multicollinearity, heteroscedasticity and autocorrelation tests.

RESULTS

The results of testing the classical assumptions produce information that all have fulfilled criteria according to the assumptions, so there is no bias in the data used.

Multiple Linear Regression Analysis

Multiple regression analysis was carried out to find out how big the relationship between the independent variables is with the dependent variable. Testing is done with the help SPSS 15,0 for windows, as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

From the multiple linear regression equation above, it can be explained as follows:

$$Y = 3,801 + 0,439X_1 - 0,194X_2 + 0,557X_3 + e$$

1. Constant (a) = constant 3.801 means that work performance will be constant at 3.801 consisting of Training (X1), Compensation (X2) and Work Discipline (X3) to the dependent variable Work Performance (Y).

2. The value of β_1 = regression coefficient for training is 0.439, indicating that if the training variable (X1) increases, work performance (Y) will increase by 0.439 assuming compensation (X2) and work discipline (X3) remain constant. It can be interpreted that training (X1) has a positive effect on work performance (Y). So the better the training, the higher the work performance.
3. β_2 value = regression coefficient for compensation = -0.194, indicating that if the compensation variable (X2) decreases, work performance (Y) will decrease by -0.194 assuming training (X1) and work discipline (X3) on the dependent variable work performance (Y). It can be interpreted that compensation (X2) has a negative effect on work performance (Y). So the less compensation, the lower the work performance.
4. The value of β_3 = regression coefficient for Work Discipline = 0.557, indicating that if the variable Work Discipline (X3) increases, work performance (Y) will increase by 0.557 assuming Training (X1) and Work Discipline (X3) on the dependent variable Job Performance (Y). It can be interpreted that Work Discipline (X3) has a positive effect on Work Performance (Y). So the better the work discipline, the higher the work performance.

Coefficient of Determination (R²).

Coefficient determination (R²) is used to measure how much far the ability of the model to explain the variation of the dependent variable Ghozali (2016: 95). Based on the data above, an R square of 0.567 is obtained, meaning that the proportion of variation in the independent variables of training (X1), compensation (X2) and discipline (X3) is able to explain the dependent variable buying interest (Y) of 56.7% while the remaining 44.3% is due to by other factors not present in this model. R = 0.753 means that the

strength of the relationship between the independent variables (X) together with the variable (Y) is 75.3%.

Hypothesis Testing

This test is conducted to determine whether the independent variables simultaneously have a significant influence on the dependent variable. The form of the test is as follows: Based on table 4.13 it is concluded that H_0 is rejected and H_a is accepted, this is because F count is $37.042 > F$ table 2.712 and the significant value of F is less than 0.05 ($0.000 < 0.05$). Thus it can be said that training (X1), compensation (X2), discipline (X3), simultaneously affect work performance (Y).

This test was conducted to test whether the exogenous variables affect the endogenous variables used in the study. The hypothesis test used is the t test. The t test is used to see the partial effect (each) of the exogenous variables on the endogenous variables. Confidence level or significance level ie. The formulation of the hypothesis is as follows: If count $>$ table, then H_0 is rejected and H_a is accepted, If count $<$ table, then H_0 is accepted and H_a is rejected. First; Effect of Training variables(X1) on work performance (Y). Based on the calculation results, the t count is $3.994 >$ t value table of 1.988, with a significance level of 0.05 or 5%, then H_0 is rejected and H_a is accepted. It can be interpreted, that training has an effect on work performance. Second; The influence of the compensation variable (X2) on work performance (Y), based on the calculation results that the value t count of $-2.155 >$ t value table of 1.988, with a significance level of 0.05 or 5%, then H_0 is rejected and H_a is accepted, then H_0 is accepted and H_a is rejected. It can be interpreted that compensation has an effect significant on work performance. Third; The effect of the Discipline variable (X3) on work performance (Y), based on the calculation results that the t -count value is $5.206 >$ the t -table value is 1.988, with a significance level of 0.05 or 5% then H_0 is rejected and H_a is accepted, then H_0 is accepted and H_a rejected.

It can be concluded that discipline has a significant effect on work performance

DISCUSSION

The effect of training on work performance, based on the research results, the training variable (X1) is 3.994, which is greater than 0.05. This means that it is proven to have a significant effect on work performance (Y). this is supported by the theory of Hasibuan (2009) which argues that if employee performance after attending training, both the quality and quantity of work increases, it means that the training method set is quite good. The results of this study are also supported by the results of previous research, namely Widyawati Mashar (2015) which states that training (X1) has a significant effect on work performance (Y). SPSS output shows the training variable (X1) has a significance value of 1.985 greater than 0.05. From these results it can be concluded that training is one of the factors in human resource development, which not only increases employee knowledge, but also improves skills which results in increased work performance.

Effect of Compensation on Work Performance Based on the results study compensation variable (X2) of -2.155 is smaller than 0.05. This means that it is proven that compensation (X2) has no effect on work performance (Y). This is supported by Hasibuan's theory (2008; 117) which argues that the amount of remuneration is determined and known beforehand, so that employees know with certainty the amount of remuneration or compensation they will receive. The results of this study do not support previous research by Dini Krismasari and Agus Frianto (2014) which stated that compensation (X2) has a significant effect on work performance (Y). SPSS output The results show that compensation (X2) has a significance value of 1.988 greater than 0.05. The higher the compensation (X2) from the company will negatively increase work performance.

The Effect of Work Discipline on Work Performance Based on the research results, the work discipline variable (X3) is 5.206 greater than 0.05, meaning that work discipline (X3) has a significant effect on work performance (Y). This is in accordance with the opinion of Hasibuan (2010) who argues that discipline is the most important operative function of human resource management because the better the discipline of employees, the higher their work performance. The results of this study are also supported by the results of previous research, namely Yakhya Zahid (2017) which states that work discipline (X3) has a significant effect on work performance (Y). SPSS output shows the work discipline variable (X3) has a significance value of 1.988 greater than 0.05. From these results it can be concluded that work discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance achieved.

CONCLUSSION

Based on the results of the analysis that has been carried out in this study, conclusions are drawn that the training variable has a significant effect on employee performance, the compensation variable has no effect on employee performance, the discipline variable has a significant effect on employee performance, and the variables of training, compensation, and work discipline have a simultaneous effect on employee performance. Based on the research results that have been described and concluded, there are several suggestions With regard to the effect of training, compensation and work discipline on employee performance, namely: first, for companies it is necessary to evaluate the provision of health benefits and pension funds to employees as well as the provision of official housing facilities and official vehicles to employees with criteria set by the company. Second, for future researchers; The results of this study can be used as a reference for further

researchers with compensation variables on work performance that have the lowest and minus scores using different analytical techniques so that they can have a positive effect.

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