



Analysis of the Influence of Work Discipline, Work Motivation, and Job Training on Employee Job Performance at PT PLN UP3 South Surabaya

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Received: 18-02-2025

Reviewed: 14-03-2025

Accepted: 24-04-2025

Abstract

This study evaluates the influence of work discipline, work motivation, and job training on employee performance at PT PLN UP3 Surabaya Selatan. This study used a quantitative approach with a survey method involving 70 employees who were randomly selected as respondents. Data was collected by distributing questionnaires to measure the level of work discipline, work motivation, training received, and employee performance. The results showed that, simultaneously, the three variables of work discipline, work motivation, and job training significantly influence employee performance. However, the partial analysis results revealed that only work discipline and job training significantly impacted employee performance. In contrast, work motivation does not show a significant influence when analyzed separately. This indicates that at PT PLN UP3 Surabaya Selatan, work discipline and training factors are more influential on employee performance than work motivation. This research also indicates that employee performance is strongly influenced by how companies manage and strengthen work discipline and provide relevant and effective training programs.

Keywords: Work Discipline, Work Motivation, Job Training, Job Achievement, Human Resource Management.

Introduction

Digital technology is now developing so quickly and bringing major changes to a number of aspects of life, including in the business world. As a result of these technological developments, many companies continue to innovate in various fields of the company, especially Human Resources (HR) management which aims to keep employees developing so that the company is able to face competition with other competitors. Without Human Resources (HR), the function of technology and other company resources cannot work effectively because humans must still control everything as implementers. A company's success depends not only

on technological excellence, but one of the most important factors is the management of Human Resources (HR).

PLN UP3 Surabaya Selatan focuses on the public service sector so that it affects the quality of employee performance to ensure good and quality electricity services. For services to the community to run effectively and efficiently per the vision, mission, and values of PT PLN (Persero), the company needs to pay special attention to matters that determine employee performance. Employees with high achievement will produce high quality services to affect customer satisfaction of PLN UP3 Surabaya Selatan. When the company fully supports the improvement of work performance and rewards what has been achieved, it can create a positive and productive work culture. Employee achievement can be individual or team and is influenced by several factors, including work discipline, motivation, and job training. This research mainly focuses on analyzing the influence of work discipline, work motivation, and job training on employee performance at PLN UP3 South Surabaya.

Literature Review

Human resource management can be interpreted as personnel (employees) supporting success and achieving goals and objectives in the development and using individuals, organisations, regions, public and global, according to Faustino (Rafiza et al., 2022). Work discipline is a form of people's awareness and commitment in carrying out all policies and regulations that apply in a company, Hasibuan in (Qomariah, 2021). Motivation is an encouragement that comes from within a person that can encourage positive and enthusiastic behaviour in making maximum contributions to completing certain tasks (Ira Bura et al., 2023). Training is a structured learning program held by various types of organisations, including government agencies, NGOs, and companies that aim to realise needs and achieve certain targets. Thus, training can be understood as an educational activity that aims to change the behaviour of trainees for the better according to the expectations of an organisation according to Sudjana in (Qomariah, 2021). According to Hasibuan in (Mora et al., 2024), work achievement is a person's level of success in completing tasks with skill, experience, and ability to complete work on time.

Research Method

The author takes a quantitative approach to this research, this is because the data obtained is in the form of numbers so that it requires statistical analysis. According to Sugiyono in the journal (Mora et al., 2024) quantitative methods are used as a research approach for studies on specific populations or samples. Research instruments are used to collect data, which are then analysed quantitatively or with statistical methods, in order to test the hypotheses formulated at the beginning. Measurement of variables in the study was carried out on a Likert scale. According to Sugiyono in (Julianto, 2019) the definition of a Likert scale is a method applied to evaluate the behaviour, views, and impressions of individuals and groups regarding a particular social activity. The population includes all PT PLN UP3 Surabaya Selatan

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employees with a total of 100 people. Researchers applied the simple random sampling method as a sampling technique, so the number of research samples was 70 PT PLN UP3 Surabaya Selatan employees. Researchers obtained primary data by distributing questionnaires to obtain relevant data to support the success of the study.

Result

1. Classical assumption test

1. Normality Test

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.02262404
Most Extreme Differences	Absolute	.075
	Positive	.058
	Negative	-.075
Test Statistic		.075
Asymp. Sig. (2-tailed)		.200 ^{c,d}

From the results of the normality test that has been carried out, a significance value of 0.200 is obtained which shows a number greater than 0.05. This means that the data is normally distributed based on the normality test using the Kolmogorov Smirnov method, so that further analysis can be continued.

2. Multicollinearity Test

Table 2. Multicollinearity Test

Coefficients^a			
Model		Tolerance	VIF
1.	(constant)		
	Disiplin	0,607	1.648
	Motivasi	0,524	1.907
	Pelatihan	0,577	1.734
a. Dependent Variabel : Prestasi Karyawan (Y)			

Based on the information above, the VIF value obtained is <10 and tolerance> 0.1. Therefore, it can be concluded that the independent variables do not experience multicollinearity.

3. Heteroscedasticity Test

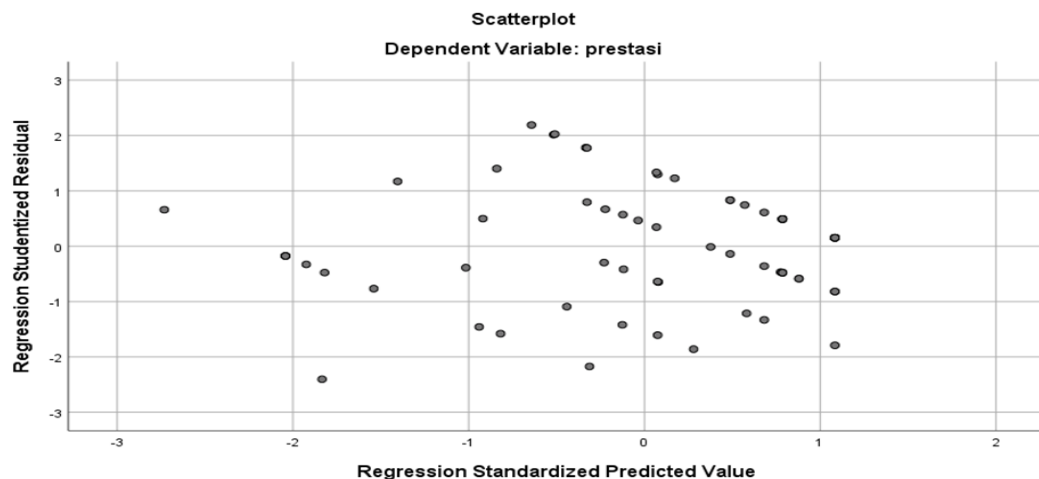


Figure 1. Heteroscedasticity Test

The graph above shows a scatterplot that does not show a clear pattern, with points that are evenly distributed around the number 0 on the Y axis, both above and below it.

4. Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis

Coefficients^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.504	1.966		.765	.447
	Disiplin	.240	.109	.229	2.209	.031
	Motivasi	.122	.106	.129	1.153	.253
	Pelatihan	.350	.073	.509	4.781	.000
a. Dependent Variabel : Prestasi karyawan						

Based on the data above, it can be seen that the regression equation formed is:

$$Y: a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$\text{Employee Achievement} = 1.504 + 0.240 + 0.122 + 0.350 + e$$

5. Coefficient Of Determination

Table 4. Coefficient Of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.568	.549	1.0456
a. Predictors: (Constant), pelatihan, disiplin, motivasi				

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From the table above, it can be seen that the R-Square value (coefficient of determination) is 0.568. This means that the contribution of work discipline variables (X1), work motivation (X2), and job training (X3) to employee work performance (Y) is 56.8% while the remaining 43.2% is influenced by other factors not analysed in this study.

2. Hypothesis Testing

1. F Test

Table 5. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.985	3	31.662	28.960	.000 ^b
	Residual	72.157	66	1.093		
	Total	167.143	69			
a. Dependent Variabel : Prestasi Karyawan						
b. Predictors : (Constant), pelatihan, disiplin, motivasi						

Based on the table above, it is known that Fcount 28.960 > Ftable 3.14, and the significance value is 0.000 < 0.05. Thus, H0 is rejected at a significance level of 5% (0.05).

2. T Test

Table 6. T Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	1.504	1.966		.765	.477
	Disiplin	.240	.109	.229	2.209	.031
	Motivasi	.122	.106	.129	1.153	.253
	Pelatihan	.350	.073	.509	4.781	.000
a. Dependent Variabel : Prestasi karyawan						

Therefore, it can be concluded that:

1. The Thitung value on the work discipline variable X1 is 2.209 and the Ttable value at 5% distribution is 1.996, meaning that Thitung 2.209 > Ttable 1.996 and a significant value smaller than 0.05, namely (0.031 < 0.05).
2. The Thitung value on the work motivation variable X2 is 1.153 and the Ttable value at 5% distribution is 1.996, meaning that Thitung 1.153 < Ttable 1.996 dan nilai signifikansi lebih besar dari 0,05 yaitu (0,253 > 0.05).
3. The Thitung value on the X3 job training variable is 4.781 and the Ttable value at 5% distribution is 1.996, meaning that Thitung 4.781 > Ttable 1.996 and the significance value is smaller than 0.05, namely (0.000 < 0.05).

Discussion

The Effect of Work Discipline (X1), Work Motivation (X2), and Job Training (X3) on Employee Job Achievement (Y)

Tests on the relationship between work discipline, work motivation, and job training variables with employee performance show a significant simultaneous effect. This is evident from the Fcount value of 28.960, much greater than the Ftable value of 3.14 ($28.960 > 3.14$). In addition, the significance value obtained is 0.000, which is smaller than 0.05 ($0.000 < 0.05$), further strengthening the evidence that the three independent variables significantly affect employee performance. Based on these results, H1 is accepted, while H0, which states no influence, is rejected. Thus it can be concluded that work discipline, work motivation, and job training simultaneously influence and have a significant positive influence on employee performance of PT PLN UP3 South Surabaya.

The Effect of Work Discipline (X1) on Employee Job Achievement (Y)

The results of testing the relationship between work discipline as the independent variable and employee performance as the dependent variable show a significant influence. This is evidenced by multiple line regression analysis, where the coefficient for the work discipline variable is 0.240. The results of the test, the Thitung value on the work discipline variable X1 is 2.209 and the Ttable value at 5% distribution is 1.996, meaning that $Thitung\ 2.209 > Ttable\ 1.996$ and a significant value smaller than 0.05, namely ($0.031 < 0.05$). Based on the research results, it can be concluded that work discipline positively and significantly influences employee performance at PT PLN UP3 South Surabaya.

The Effect of Work Motivation (X2) on Employee Job Achievement (Y)

Tests conducted between work motivation as an independent variable and employee work performance as the dependent variable show that there is no significant effect partially. This can be seen from the multiple linear regression analysis which shows the coefficient value for work motivation is 0.122. The results of the T test on the work motivation variable, namely, the Thitung value on the work motivation variable X2 is 1.153 and the Ttable value at 5% distribution is 1.996, meaning that $Thitung\ 1.153 < Ttable\ 1.996$ and the significance value is greater than 0.05, namely ($0.253 > 0.05$). The results of this study indicate that work motivation has no significant effect on the work performance of PT PLN UP3 Surabaya Selatan employees. Although work motivation is often considered a major factor in improving performance, this study reveals that the work performance of employees in this company does not depend on how much motivation they have.

The Effect of Job Training (X3) on Employee Job Achievement (Y)

From the test results between job training and employee work performance, it can be concluded that job training partially affects work performance. This is evident from the multiple linear regression analysis results, which produces a coefficient of 0.350 for the job training variable. The results of the T test obtained the Thitung value on the X3 job training variable of 4.781 and the Ttable value at 5% distribution of 1.996, meaning that $Thitung\ 4.781 > Ttable\ 1.996$ and the significance value is smaller than 0.05, namely ($0.000 < 0.05$). Job training

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has been proven to have a significant positive effect on the work performance of PT PLN UP3 Surabaya Selatan employees.

Conclusion

The test results between the independent variables of work discipline, work motivation, and job training on the dependent variable of employee work performance show a significant positive effect simultaneously on employee work performance. Tests conducted on work discipline as an independent variable and employee work performance as the dependent variable prove that work discipline partially has a significant positive effect on employee work performance. Based on the test results, the effect of work motivation as an independent variable on employee work performance shows that, partially, work motivation does not have a significant impact on employee work performance. The results of testing the independent variable of job training with the dependent variable of employee work performance can prove that job training partially has a significant positive effect on employee work performance.

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