



THE INFLUENCE OF TRAINING, DISCIPLINE, AND WORK MOTIVATION ON THE EMPLOYEE PERFORMANCE OF HONDA WORKSHOP AT PT. INDAKO TRADING COY RANTAUPRAPAT

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Abstract

This study aims to examine and analyze the effect of training, discipline, and work motivation on the performance of Honda official workshop employees of PT Indako Trading Coy Rantauprapat. The research design used is library research and field research. The sample used in this study amounted to 37 respondents from 37 employees. The method used in this sampling is to use quantitative descriptive techniques. The data analysis method used is multiple linear regression analysis. Based on data analysis, the regression equation obtained is as follows: $Y=11.345+0.015X_1+0.295X_2+0.282X_3$. The test result of the training variable has a positive and not significant effect on employee performance while discipline and motivation have a positive and significant effect on employee performance. F-test results show that all independent variables have a positive and significant effect on employee performance. Then, the correlation coefficient R-value of 0.759 means that there is a very strong and positive relationship between the three variables on employee performance. The coefficient of determination is 53.7% which means there is a relationship between the three variables while the remaining 46.3% is influenced by other variables outside the regression equation or variables that are not scrutinized. The researcher suggests to the official Honda workshop leader to continue to hold regular training for all workshop employees with the method of bringing the training center to the nearest area. Furthermore, the researchers suggest continuing to remind employees to always be creative and innovative in working with methods other than digital. Absence can be directly assessed in the form of neatness and cleanliness. Furthermore, researchers suggest continuing to build good communication relationships as well as maintaining and valuing work with the method of increasing salary regularly.

Keywords: Training, Discipline, Motivation, Employee Performance

INTRODUCTION

In the development of globalization, many companies are required to be able to maximize better employee performance because in the era of globalization companies in Indonesia continue to experience very tight competition so companies must further improve their companies, especially in the HR (Human Resources) section to face increasing competition. very tight. Human resource issues are a very important concern for companies to survive. Companies are required to obtain, develop, and maintain quality Human Resources (HR).

One of the bases for a company's development is increasing the performance of employees within the company. Employee performance is an achievement obtained by each employee in carrying out their responsibilities for the continuity of a company. Employee performance is one of the key factors in optimal company growth. Increasing employee performance must be carried out by each employee to advance the company because the sustainability of the company is obtained from the performance of its employees. The company provides tools, facilities, training facilities, and other work infrastructure, while employees are obliged to provide a good work ethic and discipline.

Job training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled in carrying out their responsibilities. Job training can increase employee knowledge and skills so that employee responsibility for their work will be greater. Training factors are activities programmed to improve skills, experience and knowledge.

Employee work discipline is one of the things that companies must pay attention to to achieve effective and efficient company goals. Work discipline has an important meaning for the company, with high work discipline it will create a high sense of employee concern for achieving company goals, a greater sense of responsibility for employees to carry out their duties as well as possible and increase employee efficiency. Several things cause employees to be undisciplined, including the opportunity to carry out disciplinary action, lack of supervision of employees, low work morale, and employees not liking their work.

High employee work motivation, always having enthusiasm or encouragement to work hard, as energy to raise enthusiasm within themselves so that they achieve standards of excellence, in addition, this is because employees have good self-control so they do not need

close supervision in achieving performance assigned work. Motivation factors are grouped into two groups, namely internal factors and external factors (Prabu, 2005). Internal factors (personal characteristics) in motivation include the needs, desires, and hopes contained within the person. External factors (company characteristics) consist of the work environment, salary, working conditions, company policies, and work relationships such as rewards, promotions, and responsibilities.

Training, discipline, and work motivation are things that cannot be separated from organizational life, whether government or private. However, if you look at the relationship between the three as a whole, then these three things influence shaping a person to have high work quality and professionalism. In this research, the researcher carried out an analysis, meaning that he wanted to find out the relationships and conditions that impact each other between training, discipline work motivation, and employee performance.

Official Honda Workshop PT. Indako Trading Coy Rantauprapat operates in the SMH service sector, abbreviated as AHASS (Autorizhead Honda Astra Service Station) which is located on Jalan Ahmad Yani No. 186 Rantauprapat, led by a Head of Workshop and Head of Mechanic. Official Honda Workshop PT. Indako Trading Coy encourages its employees to continue to work hard, have high enthusiasm, and have a strong commitment to producing superior employees. Official Honda Workshop PT. Indako Trading Coy Rantauprapat has an organizational pattern and structure that refers to the guidelines for each function in carrying out activities. This condition requires that the Honda Authorized Workshop PT. Indako Trading Coy Rantauprapat can implement strategies to improve the quality of human resources by maximizing employee performance.

Implementing a system of providing training, discipline, and good work motivation will enable the company to maximize human resources and achieve company goals effectively and efficiently. Several things cause the performance of official workshop employees to decline, namely, the training provided is not tiered so that the career path becomes undirected, Mechanical discipline is weak due to lack of attention from the head of mechanics and branch heads so that mechanics are not creative and innovative in their work, Mechanic motivation is less than optimal because the parties leadership still provides salaries/incentives below expectations.

REVIEW OF LITERATURE

Human Resource Management

Human resource management is a part of management science that discusses regulation, the role of human resources in managing an organization to achieve goals. Among the management functions, human resource management has a very complex range of problems, because it determines the implementation of the functions and activities of the organization as a whole.

According to Handoko in Wahibur Rokhman (2011:31), human resource management is the process of attracting, selecting, developing, maintaining, and using human resources to achieve organizational goals effectively and efficiently. Winter (2009:003) human resource management has been defined in various ways, the important thing that always appears in almost all definitions is that an effective organization must be able to find, utilize, retain and develop people to achieve the desired results.

Employee Performance

Mangkunegara (2012:9) believes that employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Opinion from Sedarmayanti (2009:88) Performance is a system used to assess and find out whether an employee is carrying out his work as a whole or is a combination of work results, namely what a person must achieve and competence including how to achieve it.

There is an opinion according to Wexley and Yukl (2000:97) identifying factors that influence performance, including work discipline and motivation. Work discipline is needed to produce good performance, with discipline employees will try to do the work as optimally as possible and the resulting performance will be better.

Training

Ivancevich in Marwansyah (2010:154), training is a systematic process for changing employee behavior, which is directed at achieving organizational goals. Training related to current job skills and abilities. The orientation is now to help employees monitor specific skills and abilities to be successful on the job.

Siagian (2008:175) defines training as a teaching and learning process using certain techniques and methods. Conceptually it can be said that training is intended to improve the

work skills and abilities of a person or group of people. Mangkunegara (2008:50) states that training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes.

Siagian (2014: 135) believes that the implementation of job training is intended to obtain workers who know, good skills, abilities, and good attitudes to fill available job positions with high work productivity, and who can produce good work results.

H1: training has a positive and insignificant effect on employee performance

Discipline

Heidjrachman and Husnan (2002:15) define discipline as any individual or group that guarantees compliance with orders and takes the initiative to carry out a necessary action if there is no order. Hasibuan (2006:237) believes that discipline is a form of a person's awareness and willingness to obey all company regulations and applicable social norms. So, it is said to be disciplined if employees are aware and willing to carry out all their duties and responsibilities well. Nitisemito (2002:36) states that discipline is an attitude, behavior and actions that are in accordance with company regulations, both written and unwritten.

H2: Discipline has a positive and significant effect on employee performance

Motivation

According to Mangkunegara (2009:184), work motivation is defined as a condition that has the effect of generating, directing, and maintaining behavior related to the environment. Meanwhile, according to Rivai and Sagala (2009: 155), motivation is a series of attitudes and values that influence individuals to achieve specific things with individual goals. Hasibuan (2003:219) defines motivation as providing a driving force that creates enthusiasm for a person's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Handoko (1992:9), namely a force or factor contained within humans, which gives rise to, directs, and organizes their behavior.

H3: Motivation has a positive and significant effect on employee performance

Conceptual Framework

Training, discipline, and work motivation are intended to correct performance deficiencies related to mismatches between actual behavior and expected behavior. The actual behavior possessed by employees such as training, discipline and employee work

motivation that is needed to handle an existing job when the current job is not following the competencies needed to complete the job.

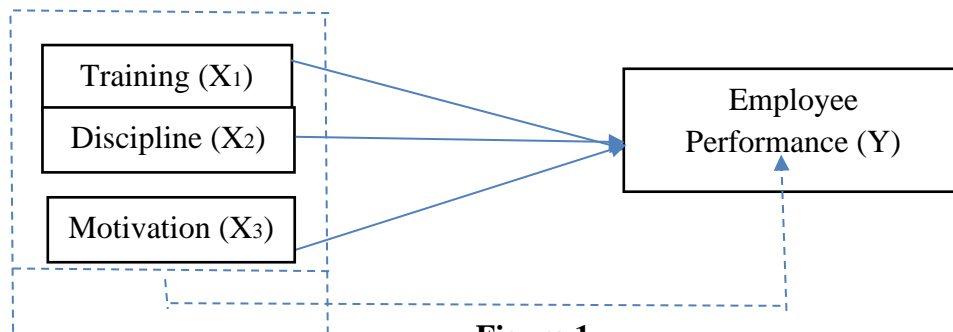


Figure 1
Conceptual Framework

RESEARCH METHOD

A method is a process in getting something that is the person's goal (Sugiharto & Hendratno, 2022). The type of research in this research is research that uses quantitative methods. According to Sugiyono (2008:11), quantitative methods are a scientific approach that views reality as concrete, observable and measurable, the variable relationships are causal in nature where the research data is in the form of numbers and the analysis uses statistics. The data collection method used by researchers is distributing questionnaires via paper containing statements along with indicators and assessment scores. Quantitative research is research in the form of numbers and analysis using statistics (Sugiyono, 2012:95).

There are three independent variables (independent variables), namely training (X1), discipline (X2), and work motivation (X3), and one dependent variable (dependent variable), namely employee performance (Y). In this study, there were 37 employees who worked at the Honda Official Workshop PT. Indako Trading Coy Rantauprapatusing the help of the IBM Statistical for Product and Service Solution (SPSS) Version 23 program.

RESULTS AND DISCUSSION

Validity Test is a test used to measure whether an instrument is valid or not in Ghozali's research (2018:51). Researchers can carry out comparisons between calculated r and r tables with a total of $n = 37$ respondents and a size of $df (n-2) = 37-2 = 35$ with a significance level of 0.05 or 5%.

Validity Test Results

A validity test is a testing method used to find out whether there are questionnaire questions that should be discarded or replaced because they are considered irrelevant. The test was carried out statistically, which was carried out using the help of the IBM Statistical for Product and Service Solution (SPSS) Version 23 program. Below are presented the results of data validity calculations:

Table 1
Correlation

		Performance	Training	Discipline	Motivation
Performance	Pearson Correlation	1	,570**	,684**	,694**
	Sig. (2-tailed)		,000	,000	,000
	N	37	37	37	37
Training	Pearson Correlation	,570**	1	,617**	,730**
	Sig. (2-tailed)	,000		,000	,000
	N	37	37	37	37
Discipline	Pearson Correlation	,684**	,617**	1	,650**
	Sig. (2-tailed)	,000	,000		,000
	N	37	37	37	37
Motivation	Pearson Correlation	,694**	,730**	,650**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	37	37	37	37

** . Correlation is significant at the 0.01 level (2-tailed).

From the table above can be seen that the overall indicators of the training variable (X1) are 0.570, discipline (X2) is 0.684, and motivation (X3) is 0.694, indicating valid results because they have an r value count > rtable.

Reliability Test Results

To determine an instrument that can be used several times so that the same respondent data is obtained, a reliability test is very helpful (Sugiyono 2018). If the reliability test results are relatively the same and the minimum Cronbach Alpha reliability coefficient is > 0.7, the reliability test is considered reliable. The table shows the results of the reliability test. The condition to be considered valid is if rcount > rtable 0.344. The results of the reliability test in this research can be seen in the following table:

Table 2
Reliability Test Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance	80.51	23,535	,749	,823
Training	80.43	26,141	,733	,845
Discipline	80.92	19,465	,732	,824
Motivation	81.08	16,965	,784	,813

In the table above it can be seen that the Cronbach alpha value if the item deleted for each training variable instrument (X1) is 0.845, discipline (X2) is 0.824, and motivation (X3) is 0.813 > 0.70 therefore it can be concluded that the research used to measure the three variables were declared reliable.

Normality Test Results

Uji normality by using normal probability paper or quadratic test, to check whether the population is normally distributed or not. In this study, the normality test used SPSS Version 23 Kolmogrov-Smirnov. From the one-sample Kolmogrov-Smirnov Test table, the probability number is obtained if Asymp. Sig. (2-tailed) > 0.05 is declared normally distributed. The following are the results of the normality test:

Table 3
Normality Test: One-Sample Kolmogorov-Smirnov Test

		Performance	Training	Discipline	Motivation	Total
N		37	37	37	37	37
Normal Parameters, b	Mean	27.14	27.22	26.73	26.57	.0000000
	Std. Deviation	1,494	1,205	2,023	2,255	.97331372
Most Extreme Differences	Absolute	,185	,247	,148	,157	.123
	Positive	,185	,247	.123	.113	.104
	Negative	-.140	-.240	-.148	-.157	-.123
Statistical Tests		,185	,247	,148	,157	.123
Asymp. Sig. (2-tailed)		.003c	.000c	.040c	.021c	.174c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the table above, the total Asymp.Sig.(2-tailed) value is $0.174 > 0.05$. So the decision in the Kolmogrov-Smirnov normality test above can be concluded that the data is normally distributed.

Multiple Linear Regression Test Results

Data analysis in this research uses quantitative descriptive analysis intended to find out how big the influence variables, the results of multiple linear regression are obtained, summarized in the following table:

Table 4
Multiple Linear Regression Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11,345	4,016		2,825	,008
	Training	,015	,214	.012	,072	,943
	Discipline	,295	,115	,400	2,575	,015
	Motivation	,282	.118	,425	2,380	.023

a. Dependent Variable: Performance

Based on the results of data processing in the table above, the multiple linear regression equation can be obtained: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ thus becoming $Y = 11.345 + 0.015X_1 + 0.295X_2 + 0.282X_3$, meaning there is influence positive relationship between training (X1), discipline (X2) and motivation (X3) variables on employee performance (Y) Official Honda Workshop PT Indako Trading Coy Rantaupratat.

Hypothesis Test Results

Partial T-Test Results

This test is carried out partially, that is, it is carried out to determine whether the hypothesis is accepted or rejected. Hypothesis testing is carried out to find out whether training variables (X1), discipline (X2), and motivation (X3) tested affect employee performance (Y). If $t_{count} > t_{table}$ with significance < 0.05 , then H_0 is rejected. The results of the t_{count} calculation are as follows:

Table 5
Hypothesis Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,345	4,016		2,825	,008
	Training	,015	,214	.012	,072	,943
	Discipline	,295	,115	,400	2,575	,015
	Motivation	,282	.118	,425	2,380	.023

a. Dependent Variable: Performance

Simultaneous F-Test Results

This testing is carried out simultaneously, that is, it is carried out to determine whether the hypothesis is accepted or rejected. Hypothesis testing is carried out to find out whether the training (X1), discipline (X2), and motivation (X3) variables tested are related to employee performance (Y). If $F_{count} > F_{table}$ or significance ≤ 0.05 then H_0 is rejected. the calculation results F test are as follows:

Table 6
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,220	3	15,407	14,908	,000b
	Residual	34,104	33	1,033		
	Total	80,324	36			

a. Dependent Variable: Performance

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

Correlation (r) and Determination Test Results (R²)

To find out how big the relationship between independent variables is, namely training (X1), discipline (X2), and motivation (X3) with the dependent variable being employee performance (Y), a correlation coefficient is needed. the calculation results are as follows:

Table 7
Correlation (r) and Determination Test Results (R²)
Model Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.759^a	,575	,537	1,017	2,335

a. Predictors: (Constant), Motivation, Discipline, Training

b. Dependent Variable: Performance

From the table above, the correlation coefficient (R) value is 0.759 or equal to 75.9%, meaning that there is a very strong correlation (0.75 - < 0.99 = Very strong correlation), and positive between training (X1), discipline (X2) and motivation (X3) with employee performance (Y) official Honda workshop PT Indako Trading Coy Rantauprapat. The coefficient of determination (R²) value obtained was 0.537 or equal to 53.7%. This value means that the training (X1), discipline (X2), and motivation (X3) variables have a strong relationship with employee performance (Y).

Based on the results of data analysis, a multiple linear regression equation was obtained: $Y = 11.345 + 0.015X_1 + 0.295X_2 + 0.282X_3$ meaning there is a positive influence training (X1), discipline (X2) and motivation (X3) variables on employee performance (Y) of the official Honda workshop PT Indako Trading Coy Rantauprapat. Furthermore, the results of the determination test (R²) were 53.7%, meaning that training (X1), discipline (X2), and motivation (X3) had a relationship with employee performance (Y) for the remaining 46.3% was influenced by other causes outside three variables. With a result of 53.7%, it means that it can be used for recommendations to other companies if the t-test shows that the three variables are influential and significant, but in this study, there is 1 training variable that is influential but not significant so the determination result of 53.7% cannot be recommended or used. by other companies.

CONCLUSION

Based on the analysis presented in the previous chapter, the author draws the following conclusions: 1) The results of multiple linear regression analysis show that there is a positive and significant influence between training (X1), discipline (X2), and motivation (X3) on employee performance (Y) at the official Honda workshop PT Indako Trading Coy

Rantauprapat; 2) Results of partial hypothesis testing with the t-test for training (X1) H_0 is accepted H_a is rejected, meaning that training (X1) has a positive and insignificant effect on employee performance (Y) while for discipline (X2) and motivation (X3) H_0 is rejected H_a accepted, that is has a positive and significant effect on employee performance (Y) at the official Honda workshop PT Indako Trading Coy Rantauprapat; 3) The results of simultaneous hypothesis testing with the F Test H_0 were rejected by H_a accepted, that is training (X1), discipline (X2), and motivation (X3) have a positive and significant effect on employee performance (Y) at the official Honda workshop PT Indako Trading Coy Rantauprapat; 4) The results of the correlation coefficient (r) were obtained at 0.759, indicating that there is a very strong and positive correlation between training (X1), discipline (X2) and motivation (X3) on employee performance (Y) at the official Honda workshop of PT Indako Trading Coy Rantauprapat. Furthermore, the determination results (R^2) are corrected by the variation value of the three independent variables of 53.7%, meaning that there is a significant influence between training (X1), discipline (X2), and motivation (X3) on employee performance (Y), the remaining 46.3% influenced by other causes outside the three variables.

Based on the results of the discussion in the previous chapter, the author puts forward several suggestions that can be useful to employees of the official Honda workshop PT Indako Trading Coy Rantauprapat to overcome the weaknesses and deficiencies that occur, namely as follows: 1) To further maximize training (X1), the author suggests that the head of the official Honda workshop, PT Indako Trading Coy Rantauprapat, continue to hold regular training for all workshop employees using the method of bringing a training center to the nearest area in the form of increasing the time so that employees better understand how the workshop performs proficiently; 2) To further improve discipline (X2), the author suggests that the head of the official Honda workshop PT Indako Trading Coy Rantauprapat continue to remind employees to always be creative and innovative in working with methods other than digital absence, direct assessment can be carried out in the form of neatness and cleanliness and then given souvenirs so that they can compete in the competition; 3) To further increase motivation (X3), the author suggests that the head of the official Honda workshop, PT Indako Trading Coy Rantauprapat, build motivation by providing opportunities for regular feedback to employees, building good communication

relationships and maintaining and appreciating work by regularly increasing salaries. according to their performance so that what employees do is good; 4) To further improve employee performance (Y), the author suggests that the leadership at the official Honda workshop PT Indako Trading Coy Rantauprapat to further discuss the desires and aspirations of employees and increase awareness of employees by providing relevant and clear career paths according to the provisions so that the work carried out by employees the workshop can now bring the company's progress to the maximum.

Due to the limitations of researchers, the results of this research are still far from perfect. For this reason, the researcher suggests that future researchers can include other human resource management variables that were not discussed in this research, and it is hoped that they can use different or even broader research loci with a larger sample so that the level of generalization is better.

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