THE EFFECT OF TRAINING AND HUMAN RESOURCE DEVELOPMENT ON WORK DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE OF PT INDONESIA ASAHAN ALUMINUM (PERSERO)

Fani Agustriani[1]

[1] University of North Sumatra, Medan Indonesia
(e-mail: Faniagustriani35@gmail.com)

Abstract: - This study aims to determine how much influence training and human resource development have on work discipline in improving the performance of PT Indonesia Asahan Aluminum (Persero) employees. The sample in this study were 100 employees of PT INALUM (PERSERO). Sampling using purposive sampling, namely the sample taken has been determined by the researcher. The analytical method used is a quantitative descriptive analysis method with multiple linear regression analysis using the path analysis method . Hypothesis testing using the coefficient of determination test (R2), Partial Test (t test), simultaneous test (F test), data processing using SPSS 22. The results of this study indicate that there is no significant effect between training on work discipline in improving the performance of PT INALUM (PERSERO) employees. There is a significant influence between human resource development on work discipline in improving the performance of PT INALUM (PERSERO) employees. The effect of human resource training and development on work discipline in improving the performance of PT INALUM (PERSERO) employees is significant.

Keywords: (Training, Human Resource Development, work discipline, employee performance)

Introduction

The business world is currently faced with global competition, one feature that is very prominent is the rapid development of information technology. The changes that occurred due to the Covid-19 pandemic and the Russian war had a significant impact on the economy and business. According to Wibowo (2019) Every organization wants its human resources to be able to contribute as much as possible to the company, but in reality it is often found that human resource capabilities have not been able to meet company expectations so that business companies if they want to survive (survive) in a competitive *environment* must having resources that can be relied upon and ready to compete superior and can provide benefits in the form of increased performance which has an impact on improving organizational performance.

Based on a survey conducted by *the World Bank Enterprise* , companies in Indonesia in providing formal training have a percentage rate of less than 10%. This means that companies in Indonesia are still lacking in assessing job training for employee development. This percentage shows that Indonesia is still low in encouraging employee competence compared

to companies in neighboring countries which play a more active role. For example, Vietnam with 20%, Philippines 60%, and China 80%. In fact, investing in human resource development, especially in the field of training, is an important matter that is jointly formulated to realize Advanced Indonesian Human Resources, which is the main national medium-term development strategy for 2020-2024. The achievement of a goal in a company is closely related to the professionalism of employees who are able to be responsible. towards his work so that the goals of the company are achieved. conducting training and work discipline by implementing the system, it is hoped that employees can carry out their duties properly and be responsible for their work so as to be able to improve employee performance

According to Ikrar et al (2020), performance is a function of motivation and ability. Where every individual in carrying out a task or job should have a certain degree of willingness and level of ability. PT INALUM (Persero) has a training and development program to improve employee quality, the program is as follows:
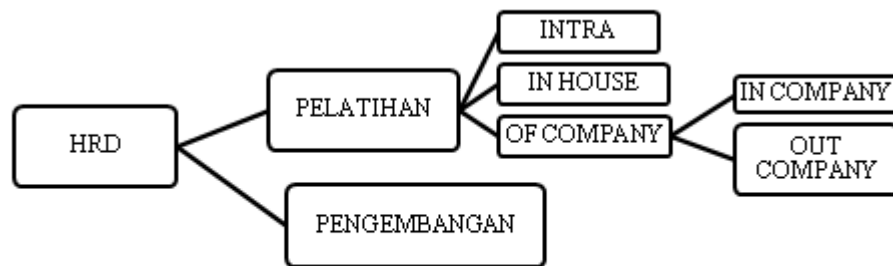
Gambar 1.1 Program HRD (Sumber: PT INALUM (Persero)

Sumber: Data Diolah

Has a training program and human resource development to improve the performance of its employees. HRD (*Human Resource Development*) is a section that handles employee training and development. To get maximum results at PT INALUM (Persero) there are 3 trainings implemented, namely *(intra, in-house and of-company*) to provide information on the form of individual and group training according to the needs of employees at work. Employees can be likened to an "input) while in the HRD section it is a "process" where: performance" is a result of the process carried out by HRD through HRD training and development.

Sudarmanto (2015) according to Raymond Noe, training is an effort planned by the company (organization) to facilitate the learning of employee competencies related to work. The training used uses systematic and organized procedures where employees learn knowledge and skills. This makes it easier for employees to acquire new knowledge and can apply it to their jobs so as to acquire further knowledge based on the foundation obtained from training and human resource development.

Training and development of human resources determined by the company as an effort to improve employee performance within the company, including disciplining employees. Hetami (2008) said that discipline can improve employee performance, by issuing regulations that must be carried out by each employee in order to ensure that the regulations carried out by each employee are in order to keep employees within the corridors of the regulations set by the company. The regulations set by the company are expected to be able to foster employee awareness to be more disciplined. Amran (2017) says that discipline implies a process of "reinforced training". Correction and control sanctions to create order and regularity of the system of rules of conduct. The problem of this research is whether it has a simultaneous

effect on work discipline in increasing employee work and The purpose of this study is to find out how HR development has a partial and simultaneous effect on employees and how HR training and development has an effect on work discipline in improving employee performance at PT. INALUM (Persero).

Literature Review

1. Employee performance

Performance can be seen as a process or result of work, performance is generally defined as a person's success in carrying out work. According to miner (2004) performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Performance can also be interpreted as the quantity, quality and time used in carrying out tasks. So it can be concluded that performance is work performance (*performance*) or the embodiment of work performed by employees which is usually used as the basis for evaluating employees.

There are 4 factors that affect employee performance

    a. Effectiveness and Efficiency

       It is said to be effective if it achieves a goal or target, it is said to be efficient if it is satisfactory.

    b. Authority and Responsibility

       A good organization has good authority and responsibility and has been properly delegated. So there is no overlapping tasks

    c. Discipline

       In general, discipline is a condition or attitude of respect that exists in employees towards company rules and regulations. Discipline is also related to the sanctions that need to be imposed on those who violate it

    d. initiative

       One's initiative is related to the power of thought, creativity in the form of ideas to plan something related to the organization

2. Training

Training and development *are very* important organizational investments. Training involves all human resources to gain learning knowledge and skills so that they will soon be able to use them in work. According to Mello (2006) Planning and managing training strategies involves 4 points namely

    a. *Need* assessment

       Training considers why specific activities are needed and defines training in the appropriate organizational context needs assessment is carried out through the levels of analysis namely organizational, task and individual

    b. *objective*

       Once the training complaints have been assessed, objectives for the training activities are to be developed, these objectives should follow directly from the needs assessment and be described in specific, measurable terms.

    c. *Design and Delivery*

       After the goals and measurements have been set, the next step is to design and organize the training. Many training programs, both online *and* offline *,* such as *on the job training*

    d. *Evaluation*

Evaluation should be an internal part of an overall training program. The organization needs to receive feedback on the overall training and decide whether the training should be continued or modified or eliminated

3. Human Resource Development

To develop human resources, *Harvard Business Essentials* (2019) recommends steps in forming human resources

a. Start with workers

Development begins with understanding workers' aspirations and proficiency levels in the workplace/organization. The more we know about the human resources working in a company or organization, the more we can motivate, coach , and help them grow

b. Develop a Plan

Develop an engaging plan such as adding one or two challenging assignments and then using *coaching* or formal skills training to help workers achieve them. Necessary to support developing employees are motivated employees, organizational resources and manager support.

c. Employee development strategy

There are 4 strategies that can be used to develop HR *, namely job redesign , delegation* , skill *training* and *career development* .

4. Work Discipline

According to Rivai (2015) Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and sadness while waiting for all company regulations and social norms to apply. Karyono (2021) Work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to explain them and not avoid accepting sanctions. Factors affecting work discipline. According to Edy (2016) it is

a. The size of the compensation
b. Whether there is an exemplary leadership in the company
c. Whether there are definite rules that can be used as a guideline
d. Leadership courage in taking action
e. Whether there is leadership oversight
f. Is there any attention to the employees
g. Created habits that support the establishment of discipline

Method

Data collection methods used in research are documentation studies, questionnaires, observation. The population taken in this study was 1,942 active employees in the Coal area. The sampling technique is a portion of the population using the *Accidental Sampling technique* , this sample uses the *slovin technique* . With a population of 1,942 people and an estimation error rate of 10%, a total sample of 100 people is obtained. The data analysis method used in this study is a quantitative descriptive method, while the analysis used in this study is multiple linear regression by using path test analysis method .

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Y = Work Discipline

X_1 = Training

X_2 = Development of human resources

a = Constant
b $_1$ = Regression coefficient of the training variable
b $_2$ = Regression coefficient of the human resource development variable
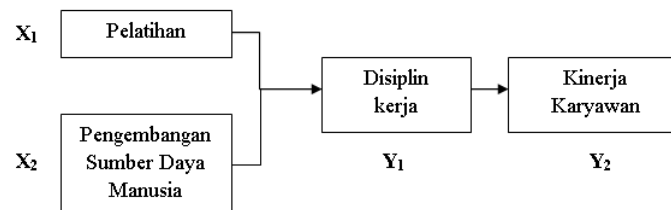e = *term error*

Result and Discussion
A. Framework

Figure 1: Viewing Framework

B. Respondent Profile

Respondent characteristics are a collection of respondents' identities that become the research sample. The writer's research sample was 100 employees of PT Indonesia Asahan Aluminum Indonesia Tbk who had filled out a questionnaire based on age, gender, years of service and length of service. The following is data on the characteristics of the respondents that can be presented.

Table 1: Characteristics Of Respondents

No	Characteristic	Description	Total
1	Age	21-27	22
		28-34	4
		35-41	12
		42-48	4
		49-55	57
2	Gender	Female	5
		Male	95
3	working Periode	1-10 Tahun	27
		11-20 Tahun	13
		21-30 Tahun	23
		31-40 Tahun	37
4	Education level	S2	1
		S1	12
		D3	14
		SMA	31
		SMP	42

Source: Data Processed

C. Validity and Reliability

The validity test is used to determine the accuracy of selecting statements on the questionnaire that will support the research results. It is said to be valid if the value: rcount > rtable. And it is said to be invalid if the value: rcount < rtable. With 100 respondents the value of rcount compared to rtable is df = n - k, then (df) = 100-2 = 98 then the rtable value is 0.197 so that if rcount is greater than rtable then the questionnaire is valid. The results of the validity test for the two research variables can be seen in the following table:

Tabel 2:Hasil Uji Validalitas Variable (X) dan (Y)

Variabel	Item	r_{hitung}	r_{tabel}	Keterangan
Pelatihan	X11	0,409	0,197	Valid
(X1)	X12	0,409	0,197	Valid
	X13	0,414	0,197	Valid
	X14	0,462	0,197	Valid
	X15	0,309	0,197	Valid
Pengembangan	X21	0,281	0,197	Valid
Sumber Daya	X22	0,342	0,197	Valid
Manusia (X2)	X23	0,326	0,197	Valid
	X24	0,468	0,197	Valid
	X25	0,302	0,197	Valid
Disiplin	Y11	0,293	0,197	Valid
Kerja (Y1)	Y12	0,404	0,197	Valid
	Y13	0,228	0,197	Valid
	Y14	0,207	0,197	Valid
	Y15	0,427	0,197	Valid
Kinerja	Y21	0,418	0,197	Valid
Karyawan (Y2)	Y22	0,459	0,197	Valid
	Y23	0,563	0,197	Valid
	Y24	0,444	0,197	Valid
	Y25	0,375	0,197	Valid
	Y26	0,542	0,197	Valid

Source: Data Processed

Reliability tests were carried out to ensure that the instruments used were consistent and stable for use. The instrument is said to be reliable if the Cronbach Alpha count value > Cronbach Alpha tolerance (0.6).

Tabel 3 : Research Instrument Reliability Result

No	Variable	Nilai *Cronbach's Alfa*	Kesimpulan
1	Pelatihan	0,516	Cukup Reliabel
2	Pengembangan Sumber Daya Manusia	0,203	Agak Reliable
3	Disiplin Kerja	0,312	Agak Reliable
4	Kinerja Karyawan	0,559	Cukup Reliable

Source: Data Processed

From the results of the reliability test above, it shows that the value of *Cronbach's Alpha* on employee training and performance is 0.559, because the value is in the range 0.40-0.60, it can be concluded that the measuring instrument in this study is in the fairly reliable category and on resource development. humans and work discipline ranged from 0.20 -0.40, it can be concluded that the measuring instruments in this study are in the rather variable category

D. Multiple Linear Regression Test

Tabel 4 : Multiple Linear Regression Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
1 (Constant)	9,120	3,103		2,939	,004
X1	,068	,102	,067	,665	,507
X2	,415	,131	,320	3,167	,002

a. Dependent Variable: Y1

Source: Data Processed

In the multiple linear regression model, a constant value of 9.120 is obtained, the coefficient X1 = 0.068 and the coefficient X2 = 0.415. The interpretation of the regression equation model above is that a constant of 9.120 states that the variables X1 and X2 are ignored or equal to zero, so Y1 is 9.120. And in other words, each independent variable X1 increases by one level, the variable Y1 increases by 0.068 and vice versa if the X1 variable decreases by one level, Y1 decreases by 0.068. The regression coefficient of X2 is 0.415. So if each level of variable X2 increases, Y1 will increase by 0.415 and vice versa if it decreases, it will decrease by 0.415. The results of multiple linear regression on each independent variable are positive.
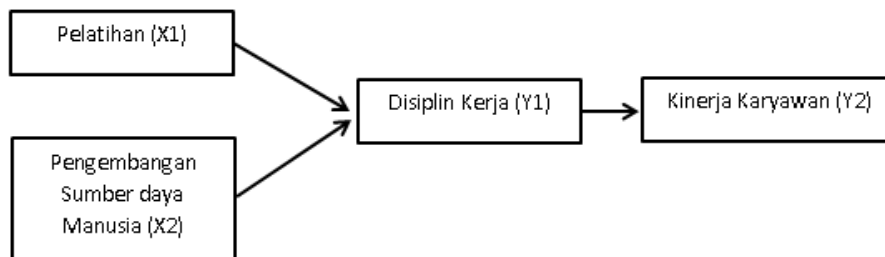
Test Path (Path)

Figure 2: Path Analysis Model
Based on the picture above the structural equation which shows the relationship between variables is formulated as follows.

$$Y_1 = b_1 X_1 + b_2 X_2 + e_1 \ldots \ldots \ldots \ldots \ldots \ldots (1)$$
$$Y_2 = b_1 X_1 \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots (2)$$

Information :
Y1 = Work discipline
X1 = Training
Y2 = Employee Performance
X2 = Human Resource Development
e_1 = Confounding Variable

E. Hypothesis

1. Test Model R ^{2}

The coefficient of determination test or R2 ^{aims} to find out how much the independent/independent variable (training and human resource development) is capable of explaining the dependent/bound variable (work discipline) or to find out the percentage of variation in the dependent variable that has been explained in the independent variable

Tabel 5 : Coefficient of Determination (R2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,348ª	,121	,103	1,601

a.   Predictors: (Constant), X2 (Pengembangan sumber daya manusia), X1 (Pelatihan)

Based on the table above, it is obtained that the coefficient of determination (R2 $^)$ is 0.121 or 12% which indicates that the exogenous variables consisting of training (x1) and human resource development (X2) have quite a large effect, and are able to explain endogenous variables, namely work discipline (Y) of 12% and the remaining 87.9% is explained by other variables that were not examined in this study.

2. Partial test t

The hypothesis test was carried out to determine whether there was any influence of the partially bound independent variable

Tabel 6 : Partial test result (t Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	Sig.
1 (Constant)	9,120	3,103		2,939	,004
X1	,068	,102	,067	,665	,507
X2	,415	,131	,320	3,167	,002

a.   Dependent Variable: Y1

1. The tcount value of the training variable is 0.665 > t $_{table}$ 1.661 and a significance value of 0.507 > from alpha 0.05 then H0 is rejected and Ha is accepted, in other words partially the training variable does not have a significant effect on work discipline.
2. The tcount value of the human resource development variable is 3.167 > T $_{table}$, 1661 and a significance value of 0.002 <from alpha 0.05 then H0 is accepted and Ha is rejected, in other words partially the human resource development variable has a positive and significant effect on work discipline.

3. Simultaneous test (F test)

The F test is used to prove whether the independent variables, namely training (X1) and human resource development (X2) together have a significant positive or negative effect on the dependent variable, namely work discipline (Y1).

Tabel 7 : Simultaneous test result (F test)

ANOVAᵃ

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	34,229	2	17,115	6,673	,002ᵇ
Residul	248,771	97	2,565		
Total	283,000	99			

a. Dependent Variable:Y1

Based on the data above, it can be obtained that the F value = 6.673 is greater than the F value of 3.09 with a p value of 0.002 which means that the overall influence given by training (X1) and human resource development (x2) on work discipline (Y1) is very significant.

DISCUSSION

Tabel 8 :

Hasil Ringkasan Koefisien Jalur dan Signifikan Hubungan antar Variabel

Regresi	Koef Reg. Standart	Standar Error	T.Hitung	P.Value	Keterangan
XI→ Y1	0,067	0,102	0,665	0,507	Tidak Signifikan
X2→ Y1	0,320	0,131	3,167	0,002	Signifikan
Y1→ Y2	0,348	0,102	3,679	0,000	Signifikan

Source: Processed Data

From the results of the tests that have been carried out by the author by distributing questionnaires to employees of PT Indonesia Asahan Aluminum (PERSERO) regarding the effect of training on work discipline in improving employee performance, it can be seen at the beginning of testing the hypothesis that it is known whether the training variable can affect work discipline, this can be proven by the value the coefficient of determination (R^2) with a value of 0.121 or 12% and the remaining 87.9% is influenced by other factors not included in this research model.

The results of the third hypothesis test show that partially human resource development (X2) has an effect on work discipline (Y1). This is evidenced by the calculated T value of the variable X2 3.167 > T table . H1 is rejected, in other words partially the promotion variable has no effect on the decision to choose, 1662 and a significant value of 0.018 > from alpha 0.05, then H0 is accepted and H1 is rejected, in other words partially the human resource development variable (X2) on Discipline Work (Y2) has a positive and significant effect.

The results of testing the second hypothesis the value of the work discipline variable in improving employee performance simultaneously has a significant positive and significant effect. This is evidenced by the $_{calculated\ F\ value}$ of 13.536 > from the F $_{table\ value}$ of 3.94 and a significant value of 0.000 < from the alpha value of 0.05, the decision taken H0 accepted Ha rejected. shows that the work discipline variable (Y1) has a significant effect on improving employee performance (Y2). The results of this study can be supported by the results of research conducted by Ikrar Putra Setiawan et al , (2020) with the title The Influence of Training, Competence and Work Discipline on Lecturer Performance at Stia Al-Gazali Barru, Barru Regency with the results of the study showing the influence of work discipline on the performance of STIA Al-Gazali Barru lecturers. This is also a lecturer's effort to improve their performance in order to achieve the goals of their High School . This research is also in line with the results of Sulaefi's research, (2017) entitled Effects of Training and Development on Work Discipline and Employee Performance with the result that employee work discipline has an effect on employee performance HR training has a direct effect on employee performance without going through employee discipline and employee development has an effect on performance through the work discipline of STPP Magelang employees .

Conclusion

The main objective of this research is to find out whether there is an effect of Training and Development of Human Resources on Work Discipline in Improving Employee Performance of PT Indonesia Asahan Aluminum (Persero). It can be concluded as follows:

The training variable or based on the results of the t test can be seen that the $_{calculated\ t\ value}$ is 0.665 while the t $_{table\ value}$ is 1.661 which is greater than the t $_{calculated}$. This means that there is no significant effect between Training on Work Discipline in improving Employee Performance at PT INALUM (PERSERO)

Based on the results of the t- $_{count\ test}$ of the Human Resource Development variable which is 3.167, the value is greater than t- $_{table}$ 1.661, which means that there is a significant influence between Human Resources Development on Work Discipline in improving Employee Performance at PT INALUM (PERSERO)

$_{calculated}$ F value = 6.673 is greater than the F $_{table\ value}$ of 3.09, which means that the Effect of Human Resource Training and Development on Work Discipline in Improving Employee Performance at PT INALUM (PERSERO) is significant.

References

Amran, (2010). *The Influence of Work Discipline on the Performance of Office Employees of the Ministry of Social Affairs, Gorontalo Regency.* Journal of Ichsan Gorontalo, Arikunto. 4.2: 2397-2413

Andayani, TBN, & Hirawati, H. (2021). *The Influence of HR Training and Development on Employee Performance at Pt Pos Indonesia, Magelang City Branch* . Ubraha Management Scientific Journal

Ghozali, Imam. (2011). *Multivariate Analysis Application With SPSS Program.* Semarang: Diponegoro University Publishing Agency.

Hetami, AA (2008). *Human Resource Management* . Jakarta: Earth Script

Cartono (2021). *The Effect of Training and Work Discipline on Employee Performance at the Stmi Jakarta Polytechnic.* Management Study Program, Pelita Bangsa University.

Lestari, L. & Afifah, D. (2020). *The Effect of Work Discipline and Job Training on Employee Performance.* PERFORMANCE Journal of Economics and Business Vol 3 No1.

Mangkunegara. (2015). Company Human Resources. Twelfth printing. Rosdakarya Youth: Bandung.

Manullang, JF, Noor, MI(2020). *The Effect of Training and Work Discipline on Employee Performance at Pt. Jasa Marga at the Main Cikampek Toll Gate.* Journal of Economics and Industry. Volume 21, No. 3. e-ISSN: 2656-3169

Pradnyawati, NLMY, Landra, N, Widiadnya, I, B, M. (2021) *The Effect of Human Resource Development, Work Discipline and Work Climate on Employee Performance at the Housing, Residential Areas and Land Affairs Offices in the City of Denpasar.* VALUES, Vol 2, No 2. e-ISSN:2721-6810.

Primary, MRP, (2020). *The Influence of HR Training and Development on Work Performance at PT Tanjung Enim Lestari Pulp and Paper Unit Chemical Plant* . National Journal of Marketing & HR Management p-ISSN 0000-0000, e-ISSN: 0000-0000

Rivai, Veithzal. (2015). Human Resource Management For Companies. 7th Edition. Depok: PT. Grafindo King

Rosmadi, MLN ., & Tachyan, Z. (2018). *The Influence of Training, Discipline, and Career Development on Employee Performance* , STIE Kridatama Bandung.

Sugiyono. (2016). *Quantitative and Qualitative Research Methods and R & D* . Bandung. CV Alphabet

Sutrisno, Edy. (2016). Human Resource Management. Jakarta. Prenada Kencana.

Wibowo (2019). *Work management.* – Fifth edition Tenth printing. Jakarta: PT RajaGrafindo Persada

Wicaksono (2016) *The Influence of Training and Development of Human Resources in the Context of Increasing Work Morale and Employee Performance ((Study at Unit V Pt. Gudang Garam, Tbk Kediri). Faculty of* Economics and Business Management Department, Brawijaya University