

Analysis of the Influence of Training, Communication, and Work Discipline on Employee Performance

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ABSTRACT

Employee performance is a key factor in determining the success of an organization. To improve employee performance, training, communication, and work discipline are very important elements. Effective training can improve employees' skills and knowledge, while good communication can ensure that important information is conveyed efficiently. High work discipline ensures that employees work in accordance with established rules and procedures. This study aims to identify and analyze the influence of training, communication, and work discipline on employee performance. By understanding these relationships, organizations can formulate more effective strategies to improve employee performance. This study uses a quantitative approach with a survey method. Data was collected through a questionnaire distributed to 100 employees in the company. Data analysis was carried out using multiple regression to determine the influence of each independent variable (training, communication, and work discipline) on the dependent variable (employee performance). The results of the study show that training, communication, and work discipline have a positive and significant influence on employee performance. Training had the greatest influence among the three variables, followed by communication and work discipline. These findings confirm the importance of these three factors in an effort to improve employee performance.

Keywords: Training, Communication, Work Discipline, Employee Performance, Human Resources

INTRODUCTION

In an increasingly competitive business environment, every company strives to continuously improve the efficiency and effectiveness of its operations in order to achieve strategic goals. High employee performance is one of the main factors in achieving this efficiency. High-performing employees are not only able to complete tasks quickly and precisely, but also contribute to innovation and improvement of the quality of products or services. This is very important because in a competitive market, speed and quality are two factors that can differentiate a company from its competitors. By having high-performing employees, companies can respond more quickly to market changes,

introduce new products or services more efficiently, and maintain high levels of customer satisfaction (Apriada & Wulandari, 2020).

In addition, high employee performance also plays a role in maintaining the company's competitive advantage. High-performing employees tend to be more productive, creative, and motivated to achieve the best results. They can be an invaluable resource in developing and implementing innovative corporate strategies. Competitive advantage is not only achieved through technology or large capital, but also through competent and dedicated human resources. When a company has a strong and high-performing team, they are able to create sustainable value for customers and stakeholders, which ultimately helps the company to maintain its position in the market and continue to grow in the midst of fierce competition.

Appropriate and targeted training can provide a variety of significant benefits for employees and organizations. Through training programs, employees can learn new techniques, more efficient work methods, and up-to-date knowledge relevant to their duties. For example, training in the use of new technologies can help employees automate routine work, reduce errors, and increase productivity. In addition, training can also help employees understand the work standards and procedures needed to carry out their duties more effectively (Nurkhotimah, 2022). As such, training serves as an essential tool for developing the skills and knowledge needed to compete in a dynamic and ever-changing job market.

In addition to providing immediate benefits to individuals, effective training also has a positive impact on teams and the organization as a whole. When employees are more skilled and knowledgeable, they can work together better, improve collaboration, and reduce internal conflict. Well-trained teams tend to be more efficient at completing projects, more creative in finding solutions, and more responsive to change. At the organizational level, continuous training helps create a culture of learning that encourages continuous innovation and improvement. This not only improves operational performance but also builds the company's reputation as a good place to work, attracts new talent, and retains existing employees.

Effective communication in the workplace is a key element in ensuring that important information is conveyed clearly and in a timely manner. Good communication helps reduce the potential for misunderstandings that can lead to various operational and

interpersonal problems. With effective communication, all team members get the information they need to do their jobs well, including task instructions, performance feedback, and important updates on the company's projects or policies (Ratnasari, et, al., 2021). Additionally, good communication allows employees to share ideas, problems, and solutions, which can improve collaboration and innovation within the team.

Additionally, open and transparent communication plays a crucial role in increasing employee motivation and engagement. When employees feel that they can speak freely and that their views are heard and valued, they tend to feel more engaged and motivated in their work. Open communication creates a more inclusive and supportive work environment, where employees feel comfortable sharing their thoughts without fear of negative consequences. Transparency in communication also builds trust between management and employees, which is essential for building strong and productive working relationships. Ultimately, effective communication can improve employee performance by creating a collaborative, transparent, and supportive work environment.

Work discipline reflects employees' compliance with the rules and procedures that have been set by the company, which is an important foundation for the day-to-day running of operations. Employees who have high work discipline usually show strong commitment and responsibility to their work. They arrive on time, complete tasks on schedule, and follow instructions carefully. When employees comply with rules and procedures, the risk of errors and inefficiencies can be minimized, so that the work process runs more smoothly and productively (Putra & Haryadi, 2022). In addition, high work discipline also reflects a good work ethic, which can positively influence the work culture and motivate other employees to work to the same standards.

In addition to efficiency and productivity, good work discipline also contributes to the creation of an orderly and orderly work environment. An orderly work environment not only improves work comfort but also minimizes the potential for conflict and stress in the workplace. Disciplined employees tend to have a high level of professionalism, maintain effective communication, and work well together in a team. This not only improves individual performance but also improves the performance of the team and the organization as a whole. With good work discipline, companies can build a strong reputation, attract the best talent, and create a work environment that is conducive to the growth and development of employees and the organization (Hidayat, 2021).

This study aims to analyze in depth how training, communication, and work discipline affect employee performance. Through this analysis, it is hoped that the relationship and contribution of each factor to performance improvement can be found. By understanding the extent to which training can improve employee skills and knowledge, how effective communication can facilitate the flow of information and coordination between teams, and how work discipline can improve efficiency and adherence to work procedures, organizations can formulate more appropriate and effective strategies. This strategy is expected to not only improve the individual performance of employees but also the overall performance of the organization, helping the company achieve its short-term and long-term goals.

THEORETICAL BASIS

Employee Performance

Employee performance refers to the work results achieved by an employee in carrying out their duties and responsibilities in accordance with the standards and criteria that have been set by the company. This performance reflects how effective and efficient an employee is in completing his or her work, as well as their contribution to the achievement of organizational goals (Putri & Tannady, 2022). Employee performance is often evaluated through various indicators such as productivity, work quality, speed of task completion, and the ability to adapt and work together in a team. In addition, support from superiors and colleagues in the form of direction, guidance, and teamwork is also very important in improving performance.

Employee performance theory emphasizes that performance is the result of the interaction between individual abilities, motivation, and the work environment. (Pratama & Pasaribu, 2021) According to this theory, employee performance is determined not only by the technical abilities or knowledge they have, but also by how much drive or motivation they have to achieve a particular goal. This motivation can come from within the individual (intrinsic motivation) such as personal satisfaction and achievement, or from outside the individual (extrinsic motivation) such as awards, salaries, and promotions. In addition, a conducive work environment, including support from management, colleagues, and adequate work facilities and tools, greatly affects the level of employee performance.

Employee performance improvement can be achieved through various strategies, such as the provision of relevant training, effective communication, and consistent enforcement of work discipline. Training helps employees develop new skills and improve their competencies. Effective communication ensures that important information is conveyed clearly and in a timely manner, so that employees can work more efficiently. Good work discipline creates an orderly and orderly work environment, which in turn increases productivity and work quality. By focusing on these factors, companies can create effective strategies to improve employee performance, ultimately contributing to the success and growth of the organization.

Training

Training theory focuses on how the learning process can be optimized to improve an individual's skills and knowledge in a work context. One relevant theory is Dewey's Learning Theory, which emphasizes the importance of hands-on experience in the learning process. (Pratiwi, et, al., 2023) According to this theory, training that involves practical experience and hands-on application is more effective than just theory or information delivered in the abstract. Training designed with simulations, case studies, or real projects can help participants to understand concepts more deeply and apply them effectively in real-life situations.

Training is a systematic process designed to improve employees' skills, knowledge, and competencies in carrying out their duties and responsibilities (Fatmawala, et, al., 2023). The training aims to fill the gap between the abilities that current employees have and the abilities needed to achieve optimal performance. The training process involves a variety of methods and techniques, such as on-the-job training, out-of-the-job training, classroom-based training, e-learning, and mentoring, all of which are tailored to the specific needs of individuals and organizations. Training is not only beneficial for employees, but also for the organization as a whole.

For employees, training increases competence, confidence, and motivation, as well as opens up opportunities for career development. With better knowledge and skills, employees can work more efficiently and effectively, produce higher quality work, and be better prepared to face challenges at work. For organizations, training is a long-term investment that can improve productivity and overall performance (Lorenza, et, al., 2023). Organizations that provide relevant and quality training can reduce error rates,

increase innovation, and reinforce a positive work culture. In addition, good training also helps in employee retention, as employees who feel cared for and given the opportunity to grow tend to be more loyal and motivated to contribute more to the success of the organization.

Communication

A well-known communication theory is the Transactional Communication Theory, which posited that communication is a two-way process that involves dynamic interaction between the sender and receiver of a message. (Anggoro & Sibagariang, 2020) This theory emphasizes that communication involves not only delivering a message, but also involves constant feedback. In transactional communication, the message sent by the sender affects the recipient, and the response from the receiver back affects the sender. This process explains how communication takes place in the form of continuous dialogue, where both parties play an active role in shaping the meaning and interpretation of the message.

Communication is the process of exchanging information, ideas, or feelings between individuals or groups through various channels and media. This process involves the sender of the message conveying the information, the channel used to convey the message, and the recipient receiving and interpreting the message. Communication can be verbal, such as speaking or writing, or non-verbal, such as body language, facial expressions, and other gestures. The effectiveness of communication depends on how clear and precise the message is conveyed and how the message is received and understood by the recipient (Fathoni, 2021). In an organization, effective communication is essential to ensure that all team members and departments are working with the same goals. Good internal communication helps in coordinating activities, addressing problems, and building a positive relationship between employees and management.

In addition, good communication also plays a key role in building a collaborative and supportive work culture. Communication also has a strategic dimension in management. External communication, for example, relates to the way an organization interacts with customers, business partners, and other stakeholders. Through effective external communication, organizations can strengthen their brand image, build strong relationships with customers, and manage their reputation in the market (Supratman & Wahyuni, 2023). In this case, a good communication strategy involves selecting the right

channels, managing messages consistently, and monitoring feedback to ensure that the message conveyed is in line with the organization's goals and meets the needs of the audience.

Work Discipline

A relevant Theory of Work Discipline is the Reinforcement Theory developed by B.F. Skinner. (Wicaksono, et, al., 2022) According to this theory, the behavior of the individual, including the discipline of work, is influenced by the consequences that follow the behavior. Skinner argues that behaviors that are reinforced with positive consequences, such as rewards or recognition, tend to be repetitive, while behaviors that are followed by negative consequences, such as punishment or reprimands, are reduced. In the context of work discipline, the application of this theory means that organizations should reward employees who demonstrate good work discipline and implement corrective actions for those who violate the rules, to encourage better compliance and increase productivity.

Work discipline refers to a set of rules, procedures, and norms that employees are expected to follow in order to maintain order and efficiency in the workplace. This includes compliance with work schedules, quality standards, operational procedures, and company regulations. Work discipline also includes employee attitudes and behaviors, such as on-time attendance, completion of tasks according to deadlines, and professional interaction with colleagues and superiors (Fadhila & Sumbogo, 2022). This discipline is important to create a productive and harmonious work environment. Work discipline not only serves to maintain order, but also contributes to the achievement of organizational goals. Disciplined employees typically have higher levels of productivity and are able to get work done more efficiently.

Good work discipline also helps in creating trust and professionalism among team members, which is essential for collaboration and the achievement of common goals. Work discipline management often involves providing feedback and sanctions to ensure employees are complying with the set standards. Training and mentorship programs can also be used to improve understanding and compliance with the rules. Additionally, recognition and rewards for employees who demonstrate good work discipline can be an additional motivation to maintain high work standards. Overall, good work discipline is key to improving operational efficiency and organizational success.

METHOD

This study uses a quantitative approach with descriptive and analytical methods. The main goal is to analyze the influence of training, communication, and work discipline on employee performance statistically. The research population consists of all employees at PT. Federal Nittan Industries has 4,905 employees. Samples were taken using purposive sampling techniques or stratified random sampling to ensure adequate representation. So the sample used in this study is 100 employees. Data was collected through a questionnaire designed to measure the variables used in this study.

The data collected will be analyzed using statistical methods, correlation analysis, to identify the relationship between training, communication, work discipline, and employee performance. Multiple linear regression, to test how much influence each independent variable (training, communication, and work discipline) has on the dependent variable (employee performance). This model will help determine the extent to which each factor affects performance simultaneously. The results of the data analysis will be interpreted to draw conclusions about the influence of training, communication, and work discipline on employee performance. The findings will be discussed in the context of existing theories, and recommendations for managerial practice will be compiled based on the results of the research.

RESULT

The Effect of Training on Employee Performance

Based on the results of the hypothesis test, the results of the t-count test show that the t-count value (2.563) is greater than the t-table (1.982), and the significance value (0.000) is smaller than the significance level (0.05). This indicates that the null hypothesis (H_0) stating that there is no significant influence of the Training variable on Employee Performance is rejected, while the alternative hypothesis (H_a) stating that there is a significant influence is accepted. In other words, training has a significant influence on employee performance partially. The R Square value of 0.187 shows that the Training variable contributes to the variation in Employee Performance by 18.7%. This means that the Training variable explains 18.7% of the variation that occurs in Employee Performance, while 81.3% of the variation is influenced by other factors that are not included in this study.

These findings show the importance of training as part of an employee development strategy. Organizations should continue to invest in relevant and quality training programs to improve employee performance. However, given that there are other factors contributing by 81.3%, a holistic approach is needed to improve performance. Organizations should consider integrating training with other initiatives such as communication development, improved work discipline, as well as the creation of a supportive work environment. Overall, while training has been shown to have a significant effect on employee performance, it is important to pay attention to other factors that also affect employee performance.

The Influence of Communication on Employee Performance

Based on the results of the hypothesis test, the results of the t-count test show that the t-count value is 2.992, which is greater than the t-table of 1.982. In addition, the significance value (0.000) is smaller than the significance level (0.05). This suggests that the null hypothesis (H_0), which states that there is no significant influence of the Communication variable on Employee Performance, is rejected. In contrast, the alternative hypothesis (H_a), which states that there is a significant influence of the Communication variable on Employee Performance, is accepted. In other words, communication has a significant influence on employee performance partially. The R Square value of 0.301 shows that the Communication variable contributes 30.1% to the variation in Employee Performance. This means that the Communication variable explains 30.1% of the variation that occurs in Employee Performance, While 69.9% of the variation was influenced by other factors that were not included in this study.

These findings emphasize the importance of good communication in organizations. Companies should focus on improving communication channels, ensuring that messages are conveyed clearly, and facilitating two-way communication between management and employees. This can include communication training, improving internal communication systems, and creating an environment that supports openness and transparency. However, given that the contribution of communication to employee performance is 30.1%, companies also need to consider other factors that may affect employee performance. Overall, while communication has a significant influence on employee performance, it is important to note that there are many other factors that also affect employee performance.

Managing and improving communication in the workplace is an important step, but it must be integrated with other efforts to achieve optimal employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of the hypothesis test, the results of the t-test show that the t-count value is 3.025, which is greater than the t-table of 1.982. In addition, the significance value (0.000) is smaller than the significance level (0.05). These results show that the null hypothesis (H_0), which states that there is no significant influence of the Work Discipline variable on Employee Performance, is rejected. In contrast, the alternative hypothesis (H_a), which states that there is a significant influence of the Work Discipline variable on Employee Performance, is accepted. This means that Work Discipline has a significant influence on employee performance partially. The R Square value of 0.358 shows that the Work Discipline variable contributes 35.8% to the variation in Employee Performance. This means that the Work Discipline variable explains 35.8% of the variations that occur in Employee Performance, while 64.2% of the variations are influenced by other factors that are not included in this study.

These findings emphasize the importance of maintaining and improving work discipline in the organizational environment. Management must create clear policies and procedures regarding disciplinary expectations and ensure that they are consistently enforced. Training programs that emphasize work ethics and adherence to rules can also help improve work discipline. Additionally, providing constructive feedback and rewards for employees who demonstrate good discipline can motivate other employees to follow in the same footsteps. Overall, while work discipline has a significant influence on employee performance, it is important to note that many other factors also affect employee performance. Efforts to improve employee performance should consider work discipline as one component of a broader and integrative approach.

The Effect of Training, Communication, and Work Discipline on Employee Performance

Based on the results of the F test, it shows that the F-count value is 39.057, which is greater than the F-table of 2.68. In addition, the significance value (0.000) is smaller than the significance level (0.05). These results indicate that the null hypothesis (H_0), which states that there is no significant influence of the Training, Communication, and Work Discipline variables simultaneously on Employee Performance, is rejected. In

contrast, the alternative hypothesis (H_a), which states that the three variables simultaneously have a significant effect on Employee Performance, is accepted. This means that the Training, Communication, and Work Discipline variables simultaneously have a significant influence on employee performance. The Adjusted R Square value of 0.502 shows that the variables of Training, Communication, and Work Discipline together explain 50.2% of the variation in Employee Performance. This means that these three variables contribute 50.2% to changes in employee performance, while the remaining 49.8% is influenced by other factors that are not included in this study.

These findings emphasize the importance of a holistic approach in improving employee performance. Organizations should integrate training, communication, and work discipline in their human resource management strategies. For example, improving the quality of employee training, ensuring an effective flow of communication between management and employees, and enforcing consistent work discipline can simultaneously improve employee performance. However, organizations must also consider other factors that affect employee performance and adjust their strategies to include those elements. Overall, the results of this study show that the combination of training, communication, and work discipline has a significant impact on employee performance. However, to achieve optimal performance improvement, it is also necessary to consider other factors that affect performance, as well as implement a comprehensive approach in employee management strategies.

CONCLUSION

Based on the results of research on the influence of Training, Communication, and Work Discipline on Employee Performance, it can be concluded that these three variables significantly affect employee performance, both individually and simultaneously. Partially, each variable showed a significant positive impact on employee performance, with the results of the study showing that Training, Communication, and Work Discipline contributed to improving employee performance in the work environment. The results of the t-test show that all variables have a significant influence, which means that management should focus on improving these three aspects to maximize employee performance.

Simultaneously, the analysis of the F test confirmed that Training, Communication, and Work Discipline together had a significant effect on employee performance, with a significant collective contribution in explaining the variation in employee performance. With an Adjusted R Square value of 50.2%, these three variables together have a considerable impact on employee performance, but there is still 49.8% of performance variations that are influenced by other factors that are not covered in this study. This suggests that while all three variables are very important, there are additional factors that also need to be considered.

In conclusion, to optimally improve employee performance, organizations need to adopt a comprehensive approach that includes effective training, good communication, and enforcement of work discipline. However, it is also important to consider other factors that affect employee performance, such as motivation and job satisfaction, which can contribute to achieving better performance outcomes. Further research is expected to explore these additional factors to provide a more complete and comprehensive picture of ways to improve employee performance.

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