

Employee Productivity Optimization through Training, Discipline, and Work Motivation

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Submitted: 28th July 2023 | **Edited:** 17th October 2023 | **Issued:** 01st December 2023

Cited on: Fauzan, A. (2023). Employee Productivity Optimization through Training, Discipline, and Work Motivation. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 2(2), 113-122.

ABSTRACT

This research aims to determine the influence of job training, work discipline, and work motivation, either partially or simultaneously, on employee productivity at PT. Bank DKI, Permata Hijau Cluster. This study employs a quantitative method with a descriptive analysis approach through a survey. The population of this research consists of 212 employees at PT. Bank DKI, Permata Hijau Cluster, while the sample size is determined using Slovin's calculation, resulting in 139 respondents. The analysis techniques include validity test, reliability test, classical assumption test, linear regression analysis, coefficient test, determination test, and hypothesis test. The research findings indicate that job training, work discipline, and work motivation have a positive and significant impact on work productivity, as evidenced by the F-value of 58.063 > F-table 2.67 and an Adjusted R Squared value of 55.4%. This implies that approximately 55.4% of the variation in work productivity can be explained by the combined effects of job training, work discipline, and work motivation.

Keywords: Job Training, Work Discipline, Work Motivation, Work Productivity, Human Resources

INTRODUCTION

The banking industry plays a crucial role as a source of capital and financial intermediary. In the current digital era, the role of banking in advancing the economy of a country is significant. Technological developments used in the banking world, such as mobile banking, internet banking, e-channels, and QR barcodes, are essential in various financial activities.

The 212 employees of PT Bank DKI in the Permata Hijau Cluster routinely undergo job training tailored to their specific fields or beyond, aiming to enhance individual skills and improve employee productivity. Work productivity is the result of an employee's efforts in producing goods or services. The State Audit Agency (BPK) has noted some operational non-compliance issues in Bank DKI, including inadequate analysis in extending credit facility limits to debtors and incomplete control over collateral documents.

According to Sulistiani & Syahrinullah (2022), changes in work productivity can be observed through factors such as decreased attendance, increased labor turnover, rising damages and anxieties, demands, and strikes. If employees show reluctance due to a disparity between expectations and reality, attention to work precision and responsibility tends to decline, leading to frequent mistakes. The consequences include a decline beyond normal limits, and if not addressed promptly, losses accumulate, and employee work productivity decreases.

Issues regarding work productivity indicate the crucial role of management in human resource management in the workplace. To enhance employee productivity, companies must develop their employees' capabilities beyond understanding operational standards and job descriptions.

Douw et al. (2021) define work productivity as a measure showing the balance between input and output in a company, considering the role of the workforce over a certain period. The research problem involves a decline in employee work productivity, reflected in the decrease in Third-Party Funds, which significantly affects the bank's sustainability. A good employee productivity is highly anticipated, and continuous work motivation and increased work discipline are necessary to achieve company goals effectively.

Training, as mentioned by Fadilah (2020), is essential for improving the quality of human resources in the workforce. However, training constraints at PT Bank DKI in the Permata Hijau Cluster include scheduling training on weekends, causing discomfort for some employees who typically use weekends for rest and leisure.

Employee training aims to equip them with knowledge, skills, and abilities required for their jobs. However, discrepancies in skill levels and job requirements may occur in certain positions, potentially due to employees occupying positions not aligned with their abilities.

In service-oriented industries like banking, discipline is crucial for the daily effectiveness of employees in activities adhering to company regulations. Work discipline, as stated by Maharani & Wiyata (2020), is behavior aligning with existing work rules, and it fosters responsible human resources, contributing to individual and teamwork productivity improvement.

Motivation, according to Jufrizen (2021), is a potential force within individuals influenced by external factors, mainly monetary and non-monetary rewards, affecting their performance positively or negatively. Employee motivation varies, impacting individual outcomes. Understanding employees' needs is crucial for leaders to enhance work motivation effectively.

Motivation at work is the driving force that directs employees toward achieving the company's organizational goals. Mental attitude acts as self-motivation for employees to strive for maximum work performance (Pratami, 2022). Increasing motivation can be achieved through bonuses alongside monthly salaries. Additional income boosts enthusiasm, minimizing tardiness or absenteeism, and fostering high work morale.

THEORETICAL BASIS

Work Productivity

(Mutiasari, et al., 2021) Work productivity is a measure that indicates the consideration between the input and output produced by a company and the role of the workforce within a specific time frame. Based on the definitions provided by various experts, productivity is the increase in output that corresponds to input. In a company, productivity is expected to continually improve in line with its input, and it is anticipated to consistently meet expectations over time. Work productivity is based on the consideration of inputs such as human resources, machinery, raw materials, and the time used to produce goods or services.

The result of this consideration is the output generated by the company (Katarina & Kusumayadi, 2021). In the business environment, enhancing work productivity is highly desirable. This implies that a company can produce more output using the same input or even reduce input to achieve the same output. Improving productivity means the company can become more efficient and competitive in the market. Every company strives to continually improve its productivity over time. This involves efforts to enhance the quality of human resources, implement more advanced technologies, optimize production processes, and identify other factors that can improve efficiency within the organization.

Job Training

According to (Putri & Astuti, 2022), training is a process that assists workers in achieving effectiveness in their current or future roles through the development of habits related to thinking, actions, skills, knowledge, and attitudes suitable for the work environment where they are placed. This alignment is expected to improve work productivity within the company. In this context, training not only focuses on improving the technical skills of employees but also considers other relevant aspects of their work. This includes the development of skills, knowledge, attitudes, and thinking that are appropriate for their work environment.

The goal of training is to ensure that employees are prepared to face job tasks and challenges that may arise in the future. With the improvement of employee quality through training, an increase in work productivity is expected, which, in turn, will have a positive impact on the company's performance and success. In its implementation, training should be designed appropriately according to the needs and characteristics of both employees and the company itself (Rahmawati, et al., 2021). Therefore, training becomes an effective tool to enhance the quality of human resources within the organization and achieve better business goals.

Work Discipline

According to (Agustini & Dewi, 2019), work discipline is a tool used by managers to communicate with employees, encouraging them to change behavior and increase awareness and willingness to adhere to all rules and social norms within a company. In this context, work discipline is not just a punishment or sanction for employees who violate rules but serves as a means of communication between management and employees. Through work discipline, management provides guidance, direction, and emphasizes the importance of complying with company rules and social norms (Norawati, et al., 2021).

With effective work discipline, it is expected that employees will be more aware of their responsibilities and obligations as organizational members. They are also expected to be more compliant with applicable rules, creating a well-ordered, efficient, and productive work environment. It is important to note that work discipline should be implemented fairly and consistently. In addition to providing sanctions, management also needs to provide motivation and recognition for good performance. This balanced

approach will help create a healthy work culture and support overall productivity and success.

Work Motivation

According to (Kusmiati, et al., 2022), motivation is the mental condition that drives an individual to achieve their maximum performance. From the expert opinions above, motivation is an action to influence others so that they cooperate well, and this drive is expected to improve performance in their work environment. Moreover, from these expert opinions, motivation also plays a role as an action to influence others to work together effectively. In this context, someone with high motivation can inspire or encourage their colleagues, motivating them to work more efficiently and productively (Wau, 2022).

By influencing others through positive motivation, it is expected that their performance in the work environment will improve. As a result, better collaboration and higher work efficiency can occur, creating a more productive and positive work environment overall. In conclusion, motivation plays a role as an internal factor that drives individuals to achieve maximum performance in their work and as a tool to influence others to cooperate effectively, thereby enhancing performance and productivity in the work environment.

METHOD

The research approach used in this study is a quantitative analysis approach, which focuses on the collection, measurement, and analysis of data in the form of numbers or statistics. The research type is a survey, and the research method used is descriptive analysis. Data is collected through interviews and the completion of questionnaires. Through this research, it is expected to determine the influence of training, work discipline, and work motivation on the work productivity of Bank DKI in the Permata Hijau Cluster.

The population in this study consists of all employees working in Bank DKI in the Permata Hijau Cluster, totaling 212 individuals. The sampling technique employed in this research is Proportional Random Sampling, resulting in a sample size of 139 employees in Bank DKI in the Permata Hijau Cluster. The analysis techniques used in the study involve several statistical methods and hypothesis testing, including validity

testing, reliability testing, classical assumption testing, linear regression analysis, coefficient testing, determination testing, and hypothesis testing.

RESULT

Influence of Training (X1) on Work Productivity (Y)

The research results indicate a positive and significant influence between job training (X1) and work productivity (Y). This is evidenced by the simple linear regression equation: $Y = 22.985 + 0.446 (X1)$. This equation can be interpreted as a positive influence direction between job training (X1) and work productivity (Y). With a constant value (a) of 22.985, it means that without the job training variable (X1) or when the variable X is constant, the work productivity value is 22.985 units. The regression coefficient (b) of 0.446 signifies that if the job training variable (X1) increases by one unit, the employee's work productivity will increase by 0.448 units.

Partial hypothesis testing shows a value of $6.768 >$ the table value of 1.656, or a probability value (Sig) of $0.000 < 0.05$. Therefore, H_0 is rejected, and H_a is accepted. Thus, the hypothesis establishes that there is a positive and significant influence between job training (X1) and work productivity (Y) at PT. Bank DKI Cluster Permata Hijau. The relationship between job training (X1) and work productivity (Y) can be observed through the correlation coefficient (RX1), which is 0.501. It falls within the range of 0.40 – 0.599, indicating a moderate level of relationship with work productivity (Y). Based on the calculations, it can be concluded that there is a moderate relationship between job training (X1) and work productivity (Y) in the study. This means that job training has a moderate positive impact on work productivity. The R Square value of 0.251 indicates that job training (X1) contributes to work productivity (Y) by 25.1%, while the remaining 74.9% is influenced by other factors outside the model not examined in this study.

Influence of Work Discipline (X2) on Work Productivity (Y)

The research results indicate a positive and significant influence between work discipline (X2) and work productivity (Y). This is evidenced by examining the results of the simple regression equation, which is $Y = 26.939 + 0.311 (X2)$. This equation can be interpreted as showing a positive direction of influence between work discipline (X2) and work productivity (Y). With a constant value (a) of 26.939, it means that without

the work discipline variable (X2) or when the X variable is constant, the value of work productivity is 26.939 units. The regression coefficient (b) of 0.311 means that if the work discipline variable (X2) increases by one unit, the value of work productivity (Y) will increase by 0.311 units.

Partial Hypothesis Testing shows a t-value of $4.197 > t\text{-table } 1.656$ or a Sig probability value of $0.000 < 0.05$. Therefore, H_{o2} is rejected, and H_{a2} is accepted. Thus, the hypothesis establishes that there is a positive and significant influence between work discipline (X2) and work productivity (Y) at PT. Bank DKI Cluster Permata Hijau. The relationship between work discipline (X2) and work productivity (Y) can be observed in the calculation of the correlation coefficient or R_{X2} , which is 0.338, falling within the range of 0.20 – 0.399, indicating a low-level relationship with work productivity (Y). Thus, based on the calculations, it can be concluded that there is a low relationship between work discipline (X2) and work productivity (Y) in the study. Although there is a positive relationship between work discipline and work productivity, the degree of correlation is considered low. Meanwhile, the R Square of 0.114 indicates that work discipline (X2) contributes to work productivity (Y) by 11.4%, and the remaining 88.6% is influenced by other factors outside the model.

Influence of Work Motivation (X3) on Work Productivity (Y)

The research results indicate a positive and significant influence between work motivation (X3) and work productivity (Y). This is evidenced by the simple regression equation, which is $Y = 14.664 + 0.625 (X3)$. This equation can be interpreted as a positive direction of influence between work motivation (X3) and work productivity (Y). With a constant value (a) of 14.664, it means that without the work motivation variable (X3) or when the variable X is constant, the value of work productivity (Y) is 14.664 units. The regression coefficient (b) of 0.625 means that if the work motivation variable (X3) increases by one unit, the value of work productivity will increase by 0.625 units. Partial hypothesis testing shows a t-value of $12.063 > t\text{-table } 1.656$ or a Sig probability value of $0.000 < 0.05$. Therefore, H_{o1} is rejected, and H_{a1} is accepted. Thus, the hypothesis establishes that there is a positive and significant influence between work motivation and work productivity (Y) at Bank DKI in the Permata Hijau Cluster.

Next, the relationship between work motivation (X2) and work productivity (Y) can be seen in the correlation coefficient calculation or R_{X2} , which is 0.718, falling within the range of 0.60 – 0.799 with a strong level of relationship to work productivity (Y). Thus, based on the calculations, it can be concluded that there is a strong relationship between work motivation (X2) and work productivity (Y) in the study. The higher the level of work motivation, the higher the level of work productivity. This indicates that work motivation plays a crucial role in increasing employee productivity in the context of the study. The R Square of 0.515 shows that work motivation (X3) contributes to work productivity (Y) by 51.5%, and the remaining 48.5% is influenced by other factors outside the unexamined model.

Simultaneous Influence of Training (X1), Work Discipline (X2), and Work Motivation (X3) on Work Productivity (Y)

The research results indicate a positive and significant influence between job training (X1), work discipline (X2), and work motivation (X3) collectively (simultaneously) on work productivity (Y). This is demonstrated by the multiple regression equation result: $Y = 7.875 + 0.161 (X1) + 0.120 (X2) + 0.521 (X3)$. This equation can be interpreted to mean that there is a positive direction of influence between job training (X1), work discipline (X2), and work motivation (X3) on work productivity. The higher the values of job training (X1), work discipline (X2), and work motivation (X3), the higher the work productivity (Y). In other words, an increase in these variables together will contribute to an increase in work productivity.

Simultaneous hypothesis testing shows an F-test value of $58.063 > F\text{-table } 2.67$, or a probability value (Sig) of $0.000 < 0.05$. Therefore, H_{04} is rejected, and H_{a4} is accepted. Thus, the hypothesis establishes that there is a positive and significant influence between job training (X1), work discipline (X2), and work motivation (X3) on work productivity (Y) at PT. Bank DKI Klaster Permata Hijau. The relationship between job training (X1), work discipline (X2), and work motivation (X3) on work productivity (Y) can be seen in the correlation coefficient calculation or R_{X123} , which is 0.751. This value falls within the range of 0.60 – 0.799, indicating a strong relationship with work productivity (Y). Meanwhile, the Adjusted R Square of 0.554 indicates that job training (X1), work discipline (X2), and work motivation (X3)

contribute to work productivity (Y) by 55.4%, and the remaining 44.6% is influenced by other factors outside the model.

CONCLUSION

In the research or analysis conducted, it was found that job training (X1), work discipline (X2), and work motivation (X3) have a positive influence on work productivity (Y). This means that when employees receive good training, have a high level of discipline, and are well motivated, their work productivity tends to increase. Furthermore, the influence of these three variables is also statistically significant. This means that the findings are not mere coincidences, but there is a strong statistical basis supporting the relationship between X1, X2, and X3 with Y. Therefore, the research results indicate that job training, discipline, and motivation indeed have a real impact on work productivity.

The contribution value based on the Adjusted R Square is 55.4%. This figure indicates the extent to which the variation or difference in work productivity (Y) can be explained by the combination of job training (X1), work discipline (X2), and work motivation (X3). The higher the value of Adjusted R Square, the greater the contribution of these three variables in explaining the variation in work productivity. In this case, approximately 55.4% of the variation in work productivity can be explained by these variables.

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