The Effect of Job Training, Work Discipline, and Remuneration on Employee Work Effectiveness at PT. Serumpun Indah Lestari

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A B S T R A K

Penelitian ini bertujuan untuk menguji dan menganalisis pelatihan kerja, disiplin kerja dan pemberian upah terhadap efektivitas kerja pada PT Serumpun Indah Lestari. Fenomena penurunan efektivitas kerja terlihat dari pendapatan di PT Serumpun Indah Lestari, terlihat bahwa pendapatan yang ada pada saat ini mengalami penurunan dari tahun 2017 hingga 2021 yang tidak mampu mencapai target pendapatan yang diharapkan. Pada permasalahan pelatihan yang dilaksanakan oleh perusahaan pada saat ini hanya memiliki pelatihan untuk karyawan yang baru bekerja. Pemberian upah pada sebagian karyawan yang masih dibawah upah minimum regional Medan membuat karyawan merasa kurang adil dan tidak setimpal sehingga berpengaruh terhadap kinerja dan efektivitas para karyawan. Kurangnya displin mulai dari jam masuk kerja hingga absensi kehadiran dapat membuat proses produksi menjadi terhambat dan mengalami keterlambatan. Penelitian ini menggunakan penelitian kuantitatif dengan dengan sifat penelitian deskriptif explanatory. Populasi dalam penelitian ini berjumlah 132 karyawan. Simple random sampling digunakan sebagai metode pengambilan sampel. Sampel yang digunakan adalah 99 orang. Pengumpulan data dilakukan dengan kuesioner dan analisis data melalui uji validitas dan reliabilitas, uji asumsi klasik dan uji hipotesis. Pada pengujian data secara parsial variabel pelatihan berpengaruh positif dan signifikan terhadap efektivitas kerja di PT Serumpun Indah Lestari, disiplin berpengaruh positif dan signifikan terhadap efektivitas kerja di PT Serumpun Indah Lestari, upah berpengaruh positif dan signifikan terhadap efektivitas kerja di PT Serumpun Indah Lestari. Dalam pengujian analisis data secara simultan, variabel pelatihan, disiplin dan upah menunjukkan pengaruh yang positif dan signifikan terhadap efektivitas kerja pada PT Serumpun Indah Lestari.

A B S T R A C T

This study tests and analyzes job training, discipline, and wages on work effectiveness at PT Serumpun Indah Lestari. The phenomenon of decreasing work effectiveness can be seen from the income at PT Serumpun Indah Lestari, the existing income at this time has decreased from 2017 to 2021, which is not able to achieve the expected revenue target. In the problem of training carried out by the company at this time only has training for employees who are just working. Providing wages to some employees who are still below the Medan regional minimum wage makes employees feel unfair and unworthy, affecting their performance and effectiveness. The lack of discipline from work hours to attendance can make the production process smoother and more timely. This research uses quantitative research with the nature of explanatory, descriptive research. The number in the study was 132 employees. Simple random sampling is used as a sampling method. The sample used was 99 people. Questionnaires and data analysis collect data through validity and reliability tests, classical assumption, and hypothesis tests. In partial data testing, training variables positively and significantly affect work effectiveness at PT Serumpun Indah Lestari. Discipline positively and significantly affects work effectiveness at PT Serumpun Indah Lestari. Wages positively and significantly affect work effectiveness at PT Serumpun Indah Lestari. In simultaneous data analysis testing, training, discipline, and wages variables positively and significantly influenced work effectiveness at PT Serumpun Indah Lestari.

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1. INTRODUCTION

Effectiveness is the use of resources, facilities, and infrastructure in a certain amount that is consciously determined beforehand to produce several goods for the services of the activities carried out. Effectiveness shows success regarding whether or not the goals have been achieved (Agung Prasetyo, 2020; Ula, Kristanti, & Mursyidah, 2019). If the results of activities are getting closer to the target, the effectiveness is higher (K. Nisa & Sujarwo, 2020; Pratiwi, 2020). Work effectiveness from employee factors occurs if supported by: an adequate level of intelligence of employees, providing sufficient time to work, and leadership's concern for the human resources of its employees, by monitoring employee activities while warning, reprimanding, and encouraging them to be more active (Ginting, Pelawi, & Syahriani, 2020; Zebua, 2022). We need to realize that employees cannot create effective work without the support of the contribution of employee motivation itself (Agung Prasetyo, 2020). In every job that is considered in work, effectiveness is how the performance of employees in carrying out their duties. It means that work implementation must provide optimal results from employees by utilizing existing potential (Elizar & Tanjung, 2018; Haruna, 2021).

However, in terms of income at PT Serumpun Indah Lestari, it can be seen that the current income has decreased from 2017 to 2021, which cannot reach the expected income target. It shows that employees' effectiveness at work has not reached the expected target because they cannot achieve the set income targets. If this is not immediately followed up, it will greatly impact the company's sustainability because company management plays an important role in developing owned resources to create work effectiveness within the company (Hartanto, 2018; R. C. Nisa, Astuti, & Prasetya, 2016).

One of the tasks of human resource management is training and development, meaning that to get strong human resources, workers in every profession must receive job training. Job training is a process of increasing employee knowledge and skills. Job training aims to improve unsatisfactory employee performance due to a lack of skills (Candra & Ardana, 2016; Maharani & Effendy, 2021). Training teaches new or existing employees the basic skills they need to carry out their jobs (Haruna, 2021; Parta & Mahayasa, 2021). Implementation of job training is intended to get a workforce with good knowledge, skills, abilities, and attitudes to fill available positions with high work productivity, capable of producing good work results (Priehadi Dhasa Eka, 2020; Sutrisno, Yanurianto, & Indrawan, 2021). Training needs to be carried out by companies to have optimal performance in human resources. With training activities, employees can absorb new knowledge or scores, so with this new knowledge, employees can improve their profession in carrying out the tasks assigned to them (Atawirudi, Firdaus, & Rachmatullaily, 2020; Juniarti & Indahingwati, 2020). The development of employee capabilities will certainly impact discipline and wages. So this will have an impact on employee performance.

Discipline is a key component of organizational operations as it enables greater work performance and quality development of employees. Discipline is the level of obedience and adherence to applicable rules. It is willing to accept sanctions or punishments if it violates the rules stipulated in the discipline of Human Resource Management (Rodi, Oktafiah, & Wahyudi, 2020; Subahti, Halik, & Maryam, 2018). Discipline is the most important operative function of Human Resource Management because the better the employee discipline, the higher the work performance that can be achieved. It is difficult for corporate organizations to achieve optimal results without good employee discipline. Good discipline reflects the magnitude of a person's sense of responsibility toward the tasks assigned to him (Alhusaini, Keitiawan, & Eddy, 2020; Haruna, 2021). It encourages work passion, morale, and the realization of company, employee, and community goals.

Another key to creating good employee work effectiveness can be seen in the determination of wages (Efendi & Lubis, 2020; Lincyanata et al., 2003). The purpose of setting the minimum wage is to improve the standard of living of workers according to their needs. Wages are the main motivation for someone to work because, with the wages they receive as the realization of the services they have provided, they can fulfill their various needs. If the wage rate offered increases, the worker's performance will also increase every year and can lead to an increase in the amount of the minimum wage. An organization needs to pay more attention to employees' whereabouts so that employee loyalty to whereabouts is also high (Priehadi Dhasa Eka, 2020). Wages are rewards for workers who do manual labor and control more physical strength, and usually, the amount is set daily in units or batches (Magfiroh & Tajriani, 2022). Balanced wages will motivate employees to work more optimally in the company and certainly influence the company's income.

Several studies have shown that giving balanced wages can improve employee performance (Efendi & Lubis, 2020; Lincyanata et al., 2003). Other research shows that regular employee training will improve the ability and effectiveness of employees' work (Rajak, 2021; Siahaan & Simatupang, 2017). Subsequent research states that employees' level of discipline influences a company's progress (Maharani & Effendy, 2021; Sutrisno et al., 2021). Based on this opinion, evaluating the factors that influence a

company's sustainability is important. Therefore, this study examines and analyzes job training, work discipline, and remuneration on work effectiveness at PT Serumpun Indah Lestari.

2. METHOD

This research was conducted at PT. Serumpun Indah Lestari, located at Jalan Kawasan Industri Medan 2 (KIM 2) Jalan Pulau Solor No.8, Sampali, Deli Serdang Regency, North Sumatra. The research methodology was carried out on a quantitative research type with a positivist philosophy. This type of research is descriptive of the nature of the research. The population in this study are all employees of PT. Serumpun Indah Lestari as many as 132 people. The sampling technique uses simple random sampling on the slovin formula with a sample of 99 employees. Data collection techniques used were interviews, questionnaires, and documentation.

3. RESULT AND DISCUSSION

Result

This analysis will explain the score of the descriptive statistics of the n score, the minimum score, the maximum score, the average score, and the standard deviation score. The results of the analysis are in Table 1.

Table 1. Descriptive Statistics Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Training	99	20.00	46.00	31.6364	5.37844
Discipline	99	20.00	48.00	37.4545	5.91655
Wages	99	16.00	38.00	29.2929	5.26686
Work Effectiveness	99	18.00	46.00	34.8485	6.27981
Valid N (Listwise)	99				

The results of the SPSS will explain the scores of the four variables tested in the descriptive statistical analysis, namely the variables of training, discipline, wages, and work effectiveness. Table testing from SPSS can be seen for training variables with a score of 99 respondents, a mean of 31.6364 with a minimum score of 20, and a maximum score of 46 with a standard deviation of 5.37844. Testing the table from SPSS can be seen for the discipline variable with a score of 99 respondents, a mean of 37.4545 with a minimum score of 20, and a maximum score of 48 with a standard deviation of 5.91655. The table from SPSS can be seen for the wage variable with a sample of 99 respondents, a mean number of 29.2929 with a minimum score of 16, and a maximum score of 38 units with a standard deviation of 5.26686. From the results of the table tested from SPSS, it can be seen that the work effectiveness variable has a score of 99 respondents, a mean of 34.8485 with a minimum score of 18, and a maximum score of 46 units with a standard deviation of 6.27981. The classic assumption test used in this study consists of a normality test, multicollinearity test, and heteroscedasticity test. The normality test is carried out to test whether the research data have normal data in the data testing carried out. The normality test will be explained using histograms and normal p-p plot graphs.

Histogram Graph

In data normality measurement, the data will be normally distributed if the histogram graph's shape follows a normal curve that forms mountains or bells. The results of the histogram graph normality test can be seen in Figure 1.
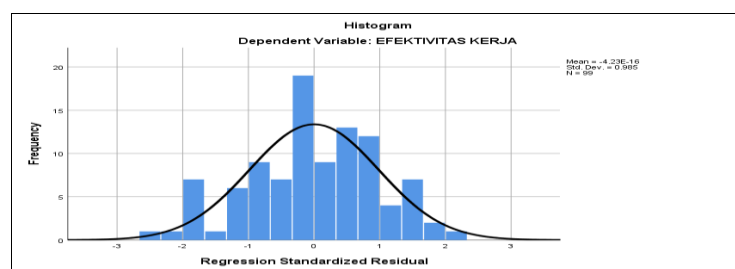

Figure 1. Histogram Graph

The data histogram graphical model spreads around the diagonal line and follows the direction of the diagonal line, or the histogram graph shows a normal distribution pattern, so the regression is considered to fulfill the assumption of normality.

Normal P-P Plot Graph

The output of the Normal Probability Plot of Regression describes the graph of the data in terms of whether the distribution of data is normal by measuring if the shape of the Normal Probability Plot of Regression graph follows a normal diagonal line, then the data will be considered normally distributed. The results of the normal P-P plot analysis test can be seen in Figure 2 below.
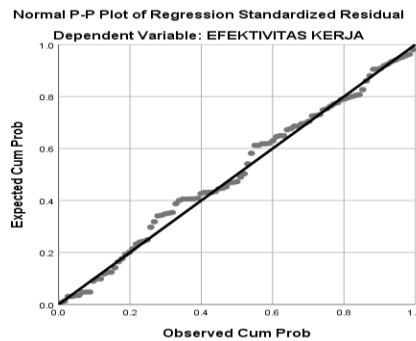

Figure 2. P Plot Graph

From the graphic model, it can be seen that the points are on a diagonal line. It indicates that the data is normally distributed and meets the assumptions of normality testing—the next test using statistics using the one sample Kolgomorov Smirnov test.

Statistics Testing

The normality test with the One Kolmogorov Smirnov method, the test criteria are: If the significance score is > 0.05, then the data is normally distributed, If the significance score is <0.05, then the data is not normally distributed. The results of the One-Sample Kolmogorov-Smirnov statistical test can be seen in Table 2.

Tabel 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		99
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	4.62517451
Most Extreme Differences	Absolute	0.069
	Positive	0.046
	Negative	-0.069
Test Statistic		0.069
Asymp. Sig. (2-tailed)		0.200[c,d]

Based on the results of the one sample Kolgomorov Smirnov test taking into account the significant score of 0.200 > 0.05, it is stated that the data has a normal distribution. The multicollinearity test was carried out to see the effect of the regression model and the correlation between the independent (independent) variables. A good regression model should not correlate with the independent variables. The results of the multicollinearity test can be seen in Table 3 below.

Table 3. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Training	0.953	1.049
Discipline	0.946	1.057
Wages	0.991	1.009

From the findings of the variable evaluation, it can be seen that the training tolerance score is 0.953> 0.1, 0.946> 0.1, and discipline, 0.991> 0.1 for wages, while the VIF score for training is 1.049 <10, discipline is 1.057 <10, and wages is 1.009 <10 that there is no relationship between all independent variables examined in this study. Heteroscedasticity testing was conducted to see the residual variance from one observation to another. In the heteroscedasticity test, namely by testing the Scatterplots, which is done by looking at the pattern points on the graph that are spread randomly and do not form patterns on the graph, it is stated that there has been no heteroscedasticity problem. Here is the heteroscedasticity test.

Scatterplots Graph

In measuring the normality of the data, if the shape of the Scatterplot graph is done by looking at the pattern points on the graph that spread randomly and do not form patterns on the graph, there is no heteroscedasticity problem. The results of the Scatterplot graph normality test can be seen in Figure 3.
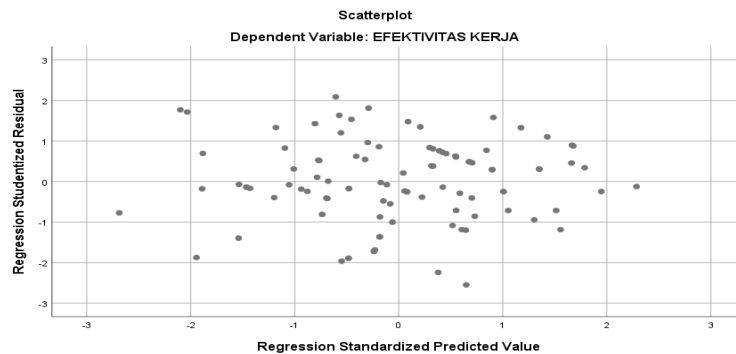

Figure 3. Scatterplot Graph

The test results on the scatterplot graph show that the information is scattered and does not form a regular (random) pattern, so it can be concluded that there are no signs of heteroscedasticity in the details.

Glesjer Test

For the next point, the Glejser statistical test was carried out to see the interpretation. Specific information can be provided if the mean is greater than 0.05, stated as probable in the test used. The Glejser test results can be seen in Table 4.

Table 4. Glejser-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.748	2.590		2.606	0.011
	Training	-0.065	0.053	-0.128	-1.234	0.220
	Discipline	-0.034	0.048	-0.072	-.694	0.490
	Wage	0.010	0.053	0.018	0.179	0.858

After going through the results from SPSS, each variable has a score greater than 0.05 for its significant score. In the training variable, 0.220 > 0.05, discipline 0.490 > 0.05, wages 0.458 > 0.05. So that it can be given the result that no heteroscedasticity symptoms occur and meet the classic assumption criteria. Multiple linear analysis will show changes in variable scores in the added variables. This analysis will explain the score of the multiple linear regression used in Table 5 in the following processed data. The formula for calculating multiple linear regression is as follows. Then the calculation of the multiple linear regression formula.

Table 5. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.120	4.418		-.706	0.482
	Training	0.269	0.090	0.231	2.979	0.004

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
Discipline	0.529	0.082	0.498	6.412	0.000
Wages	0.329	0.091	0.276	3.638	0.000

$$Y = a + b1X1 + b2X2 + b3X3 + e$$
$$Y = 3.120 + 0.269\ X_1 + 0.529\ X_2 + 0.329\ X_3 + e$$

Description:
  Y = work effectiveness variable
  a = constant
  b1, b2, b3 = regression coefficients
  X1 = training variable
  X2 = discipline variable
  X3 = wage variable
  e = Standard error (error rate) 5%

The explanation of the multiple linear regression above is as follows: 1) A constant of 3,120 states that training, discipline, and pay on work effectiveness are 3,120 units if none or constant; 2) The training coefficient, defined as 0.269 and has a positive score, means that a work effectiveness of 0.269 will correspond to each increase in the training variable by 1 unit, considering that other factors have not changed; 3) The discipline coefficient score is 0.529. It is optimistic, which means that discipline can be increased by 0.529 with each increase in the disciplinary variable by 1 unit, considering that other factors have not changed; 4) The score of the wage coefficient is 0.329. It is positive, which means work effectiveness will increase by 0.329 according to each increase in the wage variable by 1 unit, provided that other factors do not change.

The test results of the coefficient of determination show the influence of the independent variable on the dependent variable in percentage score. The magnitude of this test's score will determine whether or not it strongly influences this variable. The results of the coefficient of determination can be seen in Table 6 below.

Table 6 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	0.676[a]	0.458	0.440	4.69764

It means that 44% of work effectiveness can be clarified by the variables of training, discipline, and wages in the coefficient of determination test results resulting from an Adjusted R Square score of 44%. In comparison, the remaining 56% is explained by other variables not analyzed in this analysis. The F statistic test shows whether all the independent variables included in the model have a simultaneous effect on the dependent variable. Simultaneous Test Results can be seen in Table 7 below.

With the degree of df, the F table score at a significance level of 0.05 is 2.70. The test results obtained F count (26,710) > F table (2.70) and a significant probability of 0.000 <0.05, meaning that Ha is accepted and Ho is rejected, namely simultaneously, the three variables tested have a positive and significant effect on work effectiveness.

The t-test determines whether there is a significant (significant) relationship or influence between the independent and partially dependent variables. The results of the t-test are presented in Table 8.

Table 7. Simultaneous Test (F Test)

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1768.288	3	589.429	26.710	.000[b]
1 Residual	2096.439	95	22.068		
Total	**3864.727**	**98**			

Table 8. Partial test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.120	4.418		-.706	0.482
	Training	0.269	0.090	0.231	2.979	0.004
	Discipline	0.529	0.082	0.498	6.412	0.000
	Wages	0.329	0.091	0.276	3.638	0.000

At degrees of freedom (df) = 99-4 = 95, the t table of possible meanings of 0.05 is 1,984. The results of partial theory testing might be as follows: 1) The partial effect of the training hypothesis is partially obtained at 2.979> 1.984 and significantly obtained at 0.003 <0.05, which means Ha is approved and Ho is rejected. Training has a strong and significant effect on work effectiveness; 2) The partial influence of the discipline hypothesis partially obtained 6.412> 1.984 and significantly obtained 0.000 <0.05, which means that Ha is approved and Ho is rejected. That is, partial discipline strongly and significantly affects work effectiveness; 3) The partial effect of the wage hypothesis is partially obtained at 3.638> 1.984 and significantly obtained at 0.000 <0.05, which means Ha is approved and Ho is rejected. Wages have a strong and significant effect on work effectiveness.

Discussion

Based on the results of the study, there were several findings. First, the results of partial regression analysis showed that training positively and significantly affected work effectiveness at PT Serumpun Indah Lestari. Training is an effort to improve employees' work performance (performance) in their current or other jobs that will be held soon (Rasmulia Sembiring, 2018; Wiyono & Nurnida, 2019). Training is a process of helping employees to master specific skills or to correct deficiencies in carrying out work. The benefits of job training are as follows; Improving the quality and quantity of performance, Reducing the learning time required for employees to achieve acceptable performance standards, Forming attitudes, loyalty, and more profitable cooperation, Meeting the needs of human resource planning, reducing the frequency and cost of work accidents (Wibowo & Cahyanti, 2022). With training, I will be able to improve communication between fellow employees and between bosses and employees. Communication becomes a thing that supports developing job satisfaction. Good communication among employees will make employees able to do the job well and will be able to achieve employee job satisfaction (Fatmawati, 2022; Rasmulia Sembiring, 2018).

Second, the results of partial regression analysis show that discipline has a positive and significant effect on work effectiveness at PT Serumpun Indah Lestari. Discipline becomes a thing that supports developing job satisfaction. Discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms (Ardianto & Putra, 2022; Sutrisno et al., 2021). Discipline issues, such as irregular work schedules and absenteeism, can slow down and hinder the production process. Corporate companies struggle to produce the best results without strong employee discipline. Therefore, because employees work productively and play a key role in achieving organizational goals, they are important human resources or assets for the business. With good work discipline, work will be organized, and employees will have good job satisfaction. The results of this study also follow previous studies which show that the results of disciplinary research affect work effectiveness (Ginting et al., 2020).

The results of the partial regression analysis show a positive and significant wage on work effectiveness at PT Serumpun Indah Lestari. Providing compensation, both the amount, the structure, and the time of payment, can encourage work enthusiasm and the desire of employees to achieve optimal work effectively to help realize the company's goals (Efendi & Lubis, 2020; Lincyanata et al., 2003). Therefore, the determination of the minimum wage is based on the need for a decent life (KHL), and the wages received by some workers in some areas are lower than the need for a decent life—wages for some employees at PT. Serumpun Indah Lestari is still below the Medan regional minimum wage of Rp. 3,329,876, and some employees still receive wages/salaries below Rp. 3,000,000. Wages for some employees that are still below the Medan regional minimum wage make employees feel unfair and disproportionate, affecting their performance and effectiveness. Proper wages will affect employee motivation at work. Good motivation among employees will foster good morale in achieving employee job satisfaction (Haruna, 2021; Manippi & Saiful, 2022). With positive work motivation given to employees, it will increase their job satisfaction in carrying out work. The results of this study are also consistent with research showing that compensation affects performance (Manippi & Saiful, 2022; Rasyid, M. A. & Tanjung, 2020).

Based on the results of testing the hypothesis simultaneously using the F-test, it is known that the variables of training, discipline, and wages affect work effectiveness at PT Serumpun Indah Lestari. So it can

be concluded that there is a significant influence between training, discipline, and wages on job satisfaction and work effectiveness at PT Serumpun Indah Lestari. Several previous studies have shown that training affects work effectiveness. Several studies have shown that giving balanced wages can improve employee performance (Efendi & Lubis, 2020; Lincyanata et al., 2003). Other research shows that regular employee training will improve the ability and effectiveness of employees' work (Rajak, 2021; Siahaan & Simatupang, 2017). Subsequent research states that employees' level of discipline influences a company's progress (Maharani & Effendy, 2021; Sutrisno et al., 2021). This research implies that a company is expected to evaluate its employees yearly to determine their effectiveness at work.

4. CONCLUSION

Variables of training, work discipline, and remuneration partially have a positive and significant effect on work effectiveness at PT Serumpun Indah Lestari. In simultaneous testing, training, work discipline, and remuneration variables positively and significantly affect work effectiveness at PT Serumpun Indah Lestari. In the suggestions based on the results of this study, to improve training, companies can change the mode of training, such as being carried out outside working hours and updating training materials to suit the job. It is recommended that companies provide sanctions in the form of warnings or sanctions in cutting salaries to employees who do not follow the company's work regulations To improve work discipline. It is recommended that companies take part in a study on minimum wages (UMR) in the Medan city area so that employees get remuneration according to regulations.

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