
**THE EFFECT OF TRAINING AND WORK DISCIPLINE ON EMPLOYEE
PERFORMANCE AT ASTERA HOTEL BINTARO IN SOUTH TANGERANG
CITY**

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ABSTRACT

This study aims to determine the effect of training and work discipline on employee performance at Astera Hotel Bintaro in South Tangerang City. The method used is explanatory research with sampling using saturated samples where all members of the population are used as samples so that the sample in this study amounted to 82 respondents and the data analysis technique uses statistical analysis with regression, correlation, determination and hypothesis testing. The results of this study indicate that training has a positive and significant effect on employee performance as evidenced by the hypothesis test obtained $t \text{ count} > t \text{ table}$ or $(8.758 > 1.990)$ with an influence contribution of 49.0%. Work discipline has a positive and significant effect on employee performance as evidenced by the hypothesis test obtained $t \text{ count} > t \text{ table}$ or $(7.071 > 1.990)$ with an influence contribution of 38.5%. Training and work discipline simultaneously have a positive and significant effect on employee performance as evidenced by the hypothesis test obtained $F \text{ count} > F \text{ table}$ or $(49.407 > 3.110)$ and obtained the regression equation $Y = 9.303 + 0.465X_1 + 0.305X_2$ and has an influence contribution of 55.6%.

Keywords: Training, Work Discipline, Employee Performance.

INTRODUCTION

Tourism is a reliable source of income. The rapid progress of the tourism industry, particularly in transportation and telecommunications, coupled with the economic progress of several countries, has fueled the desire to travel from one place to another. This has driven the Indonesian tourism industry to continuously strive to improve its services for tourists. Furthermore, both local and central governments are undertaking numerous efforts to promote tourism in Indonesia.

Menciptakan guest satisfaction and to gain profits for the hotel, the main requirement is professionalism in improving quality human resources in accordance with their professional fields, which is an important factor in the hotel's success in achieving its goals. Thus, it is important for management to be able to mobilize the human resources they have so that they are willing to work together effectively and efficiently to create company progress. The role of humans in the company is very important to advance the company to be better, therefore wise leaders must be able to think carefully to what extent the rewards given to employees are in accordance with their respective achievements.

In the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM 53/HM.001/MPEK/2013 which was updated number 6 of 2014 concerning hotel business standards, where business is any action or activity in the economic sector carried out for the purpose of obtaining profit. In the Tourism business sector, it provides goods and/or services to fulfill the needs of tourists and organize tourism. As well as being able to provide accommodation as part of lodging services that can be equipped with other tourism services as well as the provision of rooms that can be equipped with food and beverage services, entertainment activities and/or other facilities. Hotels must have good quality service and management to meet guest needs and be able to provide protection to guests, hoteliers, workers, and the community, both for safety, health, comfort, and security.

Astera Hotel Bintaro is a service industry leader in the lodging sector. The company sets new standards for lifestyle hotels with its innovative urban design that reflects the sophistication and style of modern hotels. It caters to both modern business travelers and discerning guests seeking friendly, personalized service and unparalleled food and beverage offerings. The hotel is designed to accommodate all consumer needs.

It's crucial for companies to optimize their employees' performance, considering that human resources are the key players in achieving their goals. Therefore, leaders should be able to motivate employees to work optimally to achieve company-determined targets and work standards. Performance can be assessed through qualitative and quantitative performance appraisals. Applying skills, possessing the necessary competencies, and being enthusiastic about completing tasks are clearly indicators of the success of a company's human resources. The following table shows the performance targets and actual performance at Astera Hotel Bintaro for 2021-2025:

Table 1: Astera Hotel Bintaro Employee Performance Data 2021-2025

Year	Accumulated Performance Achievements (In Percentage Per Quarter)			Target Achievement (%)	Average Achievement (%)	Achievement Description
	Quarter 1	Quarter 2	Quarter 3			
2021	78.6%	77.4%	76.6%	100%	77.5%	Not good
2022	78.2%	81.1%	77.8%	100%	79.0%	Not good
2023	73.5%	81.2%	71.6%	100%	75.4%	Not good
2024	77.3%	74.5%	70.4%	100%	74.1%	Not good
2025	76.1%	71.3%	74.4%	100%	73.9%	Not good

Description: < 60 = Very bad, 60-69 = Bad, 70-79 = Less good, 80-89 = Good, 90-100 = Very good.

Source: Astera Hotel Bintaro processed, 2025

Based on the data in the table above, it shows that the performance data based on the assessment by HRD (Human Resources Department) in aggregate performance achievements from 2018 to 2022 from quarter 1, quarter 2 and quarter 3 shows fluctuating developments with a downward trend.

In 2021, the average overall performance was only 77.5%, which is less than satisfactory. Furthermore, in 2022, the average overall performance slightly improved

from the previous year, when it reached 79.0%, but this is still considered less than satisfactory.

Furthermore, in 2023, the overall performance average decreased from the previous year, when it was only achieved at 75.4%, or less than satisfactory. Then, in 2024, the overall performance average decreased again from the previous year, when it was only achieved at 74.1%, or less than satisfactory. Furthermore, in 2025, the overall performance average decreased again from the previous year, when it was only achieved at 73.9%, or less than satisfactory. If averaged annually, it was only able to reach 76.0%, or less than satisfactory.

This situation indicates that employee performance still needs improvement to improve. Similarly, performance evaluation is an effort to determine the condition of employee performance achievements so that we can identify any progress and obstacles that can be assessed and studied for future improvements. On the other hand, employee performance evaluation is also a systematic analysis activity, providing solutions to problems identified with the aim of improving performance.

Of course, there are many possible causes of suboptimal performance, one of which is inadequate training. One way a company can improve the quality of its human resources is through training programs. Through training, employees can acquire the knowledge, abilities, and skills appropriate to the work they do. Companies always need competent personnel in their fields to enhance their development. The most noticeable benefit for companies when they regularly hold employee training and development programs is the creation of human resources who are able to work more efficiently, competitively, and with higher engagement in the workplace.

This is in line with the opinion Hasibuan (2019:11) stated that "a company's goals cannot be achieved without the active participation of employees, even with the most sophisticated equipment." Therefore, a company's success depends not only on its technology but also on its human resources. Therefore, a company needs potential human resources, both leaders and employees, who can contribute effectively and carry out their duties optimally to achieve its goals. This is because all company activities involve the actions of its human resources.

To improve employee performance, companies need to provide training to optimize the achievement of company goals. Companies continue to encounter challenges with employee training programs, such as the inability to adapt training materials to employee needs. This means the materials provided should truly meet employee needs.

Furthermore, in terms of the method used during the training, it was monotonous with lectures and using slides, even though not everything was as it should be in certain sections or on certain materials. Simulations should be used so that it is more interesting and can also be directly understood and practiced.

Furthermore, regarding instructor skills, companies often employ trainers to train and educate their assigned employees. However, they often only convey theory and frequently employ the same trainers, often lacking in subject matter expertise and employing the same teaching methods. While this may seem like a minor issue at first glance, it actually leads to employees' knowledge remaining stagnant and lacking improvement, especially across companies.

Another problem is the aspect of the minimal number of training participants, meaning that the number of people given training is small and so far it has often been dominated by employees in certain sections only and other sections or divisions have very little opportunity to participate in training or it could also be due to a lack of interest from participants so that employees lack the right skills to implement the work.

Furthermore, regarding training evaluation, companies don't always conduct evaluations after each training session. Training programs can also be used to determine the impact of the training program on improving employee performance. Training program evaluation is a gradual process with various steps, ultimately allowing the company to determine whether success has been achieved or whether there are still obstacles that need to be addressed.

Training is certainly necessary for organizations, institutions, and companies to enhance the knowledge and skills of employees, enabling them to effectively carry out their duties and responsibilities, thereby supporting the organization's goals. This training will be highly beneficial for both the company and its employees. However, several aspects in the field remain below the expected targets. This situation is illustrated in the training data summary provided to employees by Astera Hotel Bintaro, as follows:

Table 2: Employee Training Phenomena Based on Real Conditions in Astera Hotel Bintaro

No	Indicator	Ideal Condition	Real Conditions
1	Training materials	The material is selected according to employee needs so that it can improve employee skills and knowledge.	Often the material is not appropriate to the employee's field of work.
2	Training methods	The method focuses on simulation and practice so that it can be understood and practiced in the work.	The method is often just lectures and projector demonstrations so it is less suitable.
3	Instructor (trainer) skills	Speakers, instructors or trainers are selected who are competent and experts in their fields.	Often instructors do not master the material they are presenting.
4	Training participants	The company maps participants in turns so that everyone gets the opportunity to participate in the training.	Often training participants are dominated by employees from certain departments only.
5	Training evaluation	At the end of each training, an evaluation of the achievements must be carried out. It is intended to measure and examine whether the work has been done well and can improve performance and	Evaluation is rarely carried out so that the training output is less than optimal.

		what has been achieved and what still needs to be improved.	
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Source: Astera Hotel Bintaro, 2025

Based on the data in the table above, it shows that the activityIn the training activities at Astera Hotel Bintaro, the training materials provided by instructors are often not relevant to the employees' field of work. In terms of training methods, lectures and projector props are often used, making them less suitable and less effective in implementing the material. In terms of instructor (trainer) skills, instructors often lack mastery of the material presented, or in other words, lack competence in their fields.

Next dFrom a participant perspective, training is often dominated by employees from certain departments, such as finance and tax accounting, leaving other divisions unfulfilled. Training evaluation should consistently assess the success and shortcomings of its implementation, but evaluations are rarely conducted, resulting in suboptimal training outcomes.

The company has been trying to routinely conduct training programs to improve its employees' skills and knowledge. However, some employees have failed the training sessions or lacked competency, leading to them failing. The training sessions attended by these employees are presented in the following table:

Table 3: Failed Training Participants Based on Employee Training ActivitiesAstera Hotel Bintaro 2021-2025

Year	Types of Training	Number of participants	Not pass
2021	1. <i>Hospitality training</i>	14	3
	2. Excellent service	15	3
	3. Food management (Kitchen management)	20	4
2022	1. Improvement in performance improvement (Improvement focus)	18	3
	2. Increased team work (Team work)	24	4
2023	1. Employee development (improvement focus)	23	5
	2. Disaster/earthquake mitigation training	25	2
2024	1. Culture of sense of belonging	16	4
	2. Fire extinguishing simulation	22	4
	3. Efficiency of tax management (tax management)	11	3
2025	1. Product/food quality training	13	4
	2. Hard skills training	19	5
	3. Work Behavior Training (Soft Skills)	23	4

Source: Astera Hotel Bintaro, 2025

Based on the data in the table above, it shows that the company has held training several times to increase employee skills and knowledge.

In 2021, the company provided hospitality training as an effort to provide supplies related to efforts to provide an understanding of the basics of customer service, service standards for service-based companies, providing knowledge on how

to compile the best standards that are customized for each company. (Hospitality Training), where the number of training participants was 14, but there were 3 employees who were declared not to have passed. Then the company also conducted excellent service training to improve customer service skills, where the number of training participants was 15, but there were 3 employees who were declared not to have passed.

Then the company also conducted food management training (Kitchen management) to provide food management skills starting from selecting food ingredients to cooking them, where the number of participants who underwent training was 20, but there were 4 employees who were declared not to have passed.

In 2022, the company provided performance improvement training (Improvement focus) to provide skills for improving individual performance. The training was attended by 18 participants, but 3 employees were declared to have not yet passed. Then, the company also conducted teamwork improvement training to build a spirit of togetherness, strengthen integrity, accountability, and encourage solidarity in teamwork. To improve cooperation, collaboration, and coordination, the training was attended by 24 participants, but 4 employees were declared to have not yet passed.

In 2023, the company provided employee development training (improvement focus) emphasizing individual performance improvement to be able to synergize in building solidarity between resources in the company, where the number of training participants was 23, but there were 5 employees who were declared not yet graduated. Then the company also conducted disaster/earthquake mitigation training to provide an understanding of preparedness in facing earthquake disasters, where the number of training participants was 25, but there were 2 employees who were declared not yet graduated.

In 2024, the company provided training on a sense of belonging culture to foster a sense of belonging and joint care for both work equipment and a sense of responsibility for growing the company, thereby increasing performance. A total of 16 participants participated in the training, but 4 employees were declared to have not yet passed.

Then the company also conducted fire extinguishing simulation training to provide an understanding of the causes of fires, provide basic knowledge about fire prevention efforts and make appropriate efforts to prevent fires, where the number of participants who underwent training was 22, but there were 4 employees who were declared not to have passed.

Then the company also conducted training on tax management efficiency (tax management) with the hope that the finance department employees would be able to carry out efficient tax management to fulfill tax obligations correctly, but the amount of tax paid could be reduced to a minimum to obtain the expected profit and liquidity, where the number of participants who underwent training was 11, but there were 3 employees who were declared not to have passed.

In 2025, the company provided product/food quality training to increase knowledge regarding the quality of the products or services sold, where the number of training participants was 13, but there were 4 employees who were declared not to have passed. Then the company also conducted work skills training (Hard skills) to

ensure employees were proficient and competent in carrying out their work fields, where the number of training participants was 19, but there were 5 employees who were declared not to have passed.

Then the company also conducted work behavior training (Soft skills) to develop behaviors such as how to behave and speak to customers, discipline, tenacity, social sensitivity, and so on, where the number of participants who underwent training was 23, but there were 4 employees who were declared not to have passed.

Besides ineffective training, the author also suspects a lack of employee discipline. Enforcing discipline is crucial for companies because it encompasses regulations that employees must adhere to. Work discipline can be seen as significantly beneficial, both for the organization and for its employees.

For an organization, work discipline ensures order and smooth task execution, resulting in optimal results. Meanwhile, employees will enjoy a pleasant work environment, boosting their morale. Employees must also possess a strong sense of responsibility, demonstrating discipline in their work, such as completing assigned tasks and completing them on time. Disciplined workers not only consistently accept assigned tasks, but also demonstrate a sense of responsibility for their work.

Furthermore, it is crucial for companies to disseminate all company rules and regulations so that they are understood by employees and supervised by management. Proper control is maintained to avoid obstacles that could hinder the achievement of company goals. This way, employees can carry out their duties with full awareness and maximize their energy and intelligence to achieve company goals. The results of the initial data collection, which included a resume of employee violations (in cases) from 2021-2025, are as follows:

Table 4: Work Discipline Data Based on the Number of Cases of Indisciplinary Violations by Astera Hotel Bintaro Employees in 2021-2025

Year	JK	JHK	Number of Violation Cases			Amount	Percent (%)
			TL	Alp	PA		
2021	83	300	32	21	17	70	23.3%
2022	85	300	33	22	19	74	24.7%
2023	84	300	35	22	21	78	26.0%
2024	82	300	36	31	16	83	27.7%
2025	82	300	38	32	21	91	30.3%
Average			35	26	19	79	26.4%

Note: JK: Number of Employees, JHK: Number of Working Days, TL: Late, Alp: Absent, PA: Early Home

Source: Astera Hotel Bintaro processed, 2025

Based on the data in the table above, it shows that several aspects and main regulations established by the hotel are still frequently violated by employees. These include office hours, break times, and closing times. These are all stipulated in the company's regulation book distributed to employees. However, some violations persist. In 2021, the number of violations, including late arrivals, absences (without notification), and early departures, reached 70, or 23.3%.

Furthermore, in 2022, the number of violation cases decreased slightly from the previous year to 74 cases or reaching 24.7%, but in 2023 the number of violation cases increased to 78 cases or reaching 26.0%. Furthermore, in 2024 the number of

violation cases increased again to 83 cases or reaching 27.7% and in 2025 the number of violation cases increased again to 91 cases or reaching 30.3% and if calculated on average per year the violation cases reached 79 cases of indiscipline or 26.4%.

Based on the background of the problem above, the author is interested in conducting further research with the title: "The Effect of Training and Work Discipline on Employee Performance at Astera Hotel Bintaro in South Tangerang City".

1. Formulation of the problem

- a. Is there any influence of training on employee performance at Astera Hotel Bintaro in South Tangerang City?
- b. Is there an influence of work discipline on employee performance at Astera Hotel Bintaro in South Tangerang City?
- c. Is there a simultaneous influence of training and work discipline on employee performance at Astera Hotel Bintaro in South Tangerang City?

2. Research purposes

- a. To determine the effect of training on employee performance at Astera Hotel Bintaro in South Tangerang City.
- b. To determine the influence of work discipline on employee performance at Astera Hotel Bintaro in South Tangerang City.
- c. To determine the simultaneous influence of training and work discipline on employee performance at Astera Hotel Bintaro in South Tangerang City.

LITERATURE REVIEW

1. Training

According to Rivai (2023:240) "Training is a systematic process of changing employee behavior to achieve organizational goals. Training relates to employee skills and abilities to perform work." The indicators used in this study include: training materials, training methods, instructor skills, training participants, and training evaluation.

2. Work discipline

According to Sutrisno (2023:86) defines "discipline as a person's willingness and willingness to comply with and obey the norms and regulations that apply around them." Basically, there are many indicators that influence the level of employee discipline in an organization. The indicators used include: Compliance with time regulations, Compliance with institutional regulations, Compliance with rules of conduct in the workplace, Compliance with legal norms and regulations, Compliance with other regulations.

3. Employee performance

According to Mangkunegara (2023:75) defines "work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." The indicators used include: Work quality, work quantity, work knowledge, task implementation, job

responsibilities.

RESEARCH METHODS

1. Population

The population in this study was 82 respondents from Astera Hotel Bintaro in South Tangerang City.

2. Sample

In this study, the sample used was 82 respondents from Astera Hotel Bintaro in South Tangerang City.

3. Types of research

The type of research used is associative, where the aim is to determine the influence between independent variables on dependent variables, both partially and simultaneously.

4. Data Analysis Methods

In analyzing the data, instrument tests, classical assumption tests, regression, coefficient of determination and hypothesis tests were used.

RESEARCH RESULT

1. Descriptive Analysis

This test was used to determine the minimum and maximum scores, mean score, and standard deviation of each variable. The results are as follows:

Table 5. Results of Descriptive Statistics Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Standard Deviation
Training (X1)	82	31	47	38.07	4,254
Work Discipline (X2)	82	28	46	37.33	4,034
Employee Performance (Y)	82	31	47	38.40	3,865
Valid N (listwise)	82				

The training obtained a minimum variance of 31 and a maximum variance of 47 with a mean score of 3.807 with a standard deviation of 4.254.

Work discipline obtained a minimum variance of 28 and a maximum variance of 46 with a mean score of 3.733 with a standard deviation of 4.034.

Employee performance obtained a minimum variance of 31 and a maximum variance of 47 with a mean score of 3.840 with a standard deviation of 3.865.

2. Quantitative Analysis.

This analysis aims to determine the influence of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 6. Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,303	2,975		3.127	.002
	Training (X1)	.465	.084	.512	5,516	.000
	Work Discipline (X2)	.305	.089	.318	3,431	.001

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the regression equation $Y = 9.303 + 0.465X_1 + 0.305X_2$ is obtained. This equation is explained as follows:

- 1) The constant of 9.303 means that if there is no or zero training and work discipline, the employee performance value will be 9.303 points.
- 2) The training regression coefficient is 0.465, this figure is positive, meaning that for every 0.465 increase in training, employee performance will also increase by 0.465 points.
- 3) The work discipline regression coefficient is 0.305, this figure is positive, meaning that for every 0.305 increase in work discipline, employee performance will also increase by 0.305 points.

b. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the strength of the relationship between the independent variable and the dependent variable, both partially and simultaneously. The test results are as follows:

Table 7. Results of the Correlation Coefficient Test of Training on Employee Performance

		Training (X1)	Employee Performance (Y)
Training (X1)	Pearson Correlation	1	.700**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.700**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=82

Based on the test results, a correlation value of 0.700 was obtained, meaning that training has a strong relationship with employee performance.

Table 8. Results of Testing the Correlation Coefficient of Work Discipline on Employee Performance

		Work Discipline (X2)	Employee Performance (Y)
Work Discipline (X2)	Pearson Correlation	1	.620**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=82

Based on the test results, a correlation value of 0.620 was obtained, meaning that work discipline has a strong relationship with employee performance.

Table 9. Results of Testing the Correlation Coefficient of Training and Work Discipline Simultaneously on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.745a	.556	.544	2,608

a. Predictors: (Constant), Work Discipline (X2), Training (X1)

Based on the test results, a correlation value of 0.745 was obtained, meaning that training and work discipline simultaneously have a strong relationship with employee performance.

c. Analysis of the Coefficient of Determination

The coefficient of determination analysis aims to determine the percentage influence of the independent variable on the dependent variable, both partially and simultaneously. The test results are as follows:

Table 10. Results of Testing the Determination Coefficient of Training on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.700a	.490	.483	2,778

a. Predictors: (Constant), Training (X1)

Based on the test results, a determination value of 0.490 was obtained, meaning that training has a 49.0% contribution to employee performance.

Table 11. Results of Testing the Determination Coefficient of Work Discipline on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.620a	.385	.377	3,050

a. Predictors: (Constant), Work Discipline (X2)

Based on the test results, a determination value of 0.385 was obtained, meaning that work discipline has a 38.5% contribution to employee performance.

Table 12. Results of Testing the Determination Coefficient of Training and Work Discipline Simultaneously on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.745a	.556	.544	2,608

a. Predictors: (Constant), Work Discipline (X2), Training (X1)

Based on the test results, a determination value of 0.556 was obtained, meaning that training and work discipline simultaneously contributed 55.6% to

employee performance, while the remaining 44.4% was influenced by other factors.

d. Hypothesis Testing

Partial Hypothesis Test (t-Test)

Hypothesis testing with the t-test is used to determine which partial hypothesis is accepted.

First hypothesis: There is a significant influence of training on employee performance.

Second hypothesis: There is a significant influence of work discipline on employee performance.

Table 13. Results of Training Hypothesis Test on Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,201	2,780		5.108	.000
Training (X1)	.636	.073	.700	8,758	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value was obtained $> t$ table or $(8.758 > 1.990)$, thus the first hypothesis proposed that there is a significant influence of training on employee performance is accepted.

Table 14. Results of the Hypothesis Test of Work Discipline on Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,224	3.155		5.143	.000
Work Discipline (X2)	.594	.084	.620	7,071	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value was obtained $> t$ table or $(7.071 > 1.990)$, thus the second hypothesis proposed that there is a significant influence of work discipline on employee performance is accepted.

Simultaneous Hypothesis Test (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

Third hypothesis: There is a significant influence between training and work discipline on employee performance.

Table 15. Results of the Hypothesis Test of Training and Work Discipline on Employee Performance ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	672,262	2	336,131	49,407	.000b
	Residual	537,458	79	6,803		
	Total	1209,720	81			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Discipline (X2), Training (X1)

Based on the test results in the table above, the calculated F value > F table or (49.407 > 3.110) was obtained, thus the third hypothesis proposed that there is a significant influence of training and work discipline on employee performance is accepted.

DISCUSSION

1. The Impact of Training on Employee Performance

Training significantly influences employee performance with a correlation of 0.700, indicating a strong relationship with a contribution of 49.0%. Hypothesis testing yielded a calculated t-value > t-table, or (8.758 > 1.990). Therefore, the first hypothesis proposed that there is a significant influence between training and employee performance is accepted.

The results of this study are also in accordance with the research conducted by Muh. Fathir Yusuf, Ilham Akbar Garusu, Ahmad Hamid (2023) with the title of his research The Effect of Training on the Performance of Village Employees in Rumbai District, Bombana Regency. Where in his research, the conclusion was that training had a significant effect on employee performance with the regression equation $Y = 6.541 + 0.767X$ obtained with an influence contribution of 58.8% and the hypothesis test obtained t count > t table (9.627 > 1.717).

2. The Influence of Work Discipline on Employee Performance

Work discipline significantly influences employee performance with a correlation of 0.620, or a strong relationship with a contribution of 38.5%. Hypothesis testing obtained a calculated t value > t table, or (7.071 > 1.990). Thus, the second hypothesis proposed that there is a significant influence between work discipline and employee performance is accepted.

The results of this research support the results of research conducted by Bralius Gideon, Imas Masriah (2022) entitled The Influence of Work Discipline on Employee Performance at PT. Bina Agra Mulya in Jakarta, where in their research, they concluded that work discipline has a significant effect on employee performance with a contribution of 44.5% and the hypothesis test obtained a sig. value of 0.000 < 0.05.

3. The Influence of Training and Work Discipline on Employee Performance

Training and work discipline have a significant effect on employee performance with the regression equation $Y = 9.303 + 0.465X_1 + 0.305X_2$, a correlation value of 0.745 or having a strong relationship with an influence contribution of 55.6% while the remaining 44.4% is influenced by other factors. Hypothesis testing obtained a calculated F value > F table or (49.407 > 3.110). Thus, the third hypothesis proposed that there is a significant influence between training and work discipline on employee performance is accepted.

The results of the research conducted by the author support the results of research conducted by N. Lilis Suryani (2019) with the title of her research *The Effect of Training and Work Discipline on Employee Performance at PT. Bangkit Maju Bersama in Jakarta*, where in her research it resulted in the conclusion that training and work discipline simultaneously had a significant effect on employee performance with the regression equation $Y = 9.210 + 0.396X_1 + 0.377X_2$, with an influence contribution of 52.3% and the hypothesis test obtained a significance of $0.000 < 0.05$.

CONCLUSION AND SUGGESTIONS

1. Conclusion

- a. Training has a significant effect on employee performance with a contribution of 49.0%. The hypothesis test obtained a calculated t value $> t$ table or $(8.758 > 1.990)$.
- b. Work discipline has a significant effect on employee performance, contributing 38.5%. Hypothesis testing yielded a calculated t value $> t$ table, or $(7.071 > 1.990)$.
- c. Training and work discipline have a significant influence on employee performance with a contribution of 55.6% while the remaining 44.4% is influenced by other factors. The hypothesis test obtained a calculated F value $> F$ table or $(49.407 > 3.110)$.

2. Suggestion

Based on the conclusions that have been presented, the author makes the following suggestions:

- a. The weakest training statement was number 1, "The training material provided is appropriate to employee needs," which only achieved a score of 3.35. To improve, companies should provide training tailored to employee needs to support their work.
- b. The weakest statement regarding work discipline is number 3, namely "The company implements regulatory policies without favoring certain groups," which only achieved a score of 3.30. To be even better, the personnel department should be fair and transparent in implementing regulatory policies without favoring certain individuals or divisions so that employees feel treated equally.
- c. The weakest statement for employee performance was number 1, "Employees are able to perform work according to company standards," which only achieved a score of 3.39. To improve, management should continuously carry out control and evaluation functions to identify aspects that need improvement and achieve maximum performance.

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