EXOGENT FACTORS AT *PT. METRO TARUNA JAKARTA* THAT AFFECT EMPLOYEE PERFORMANCE

Connie Chairunnisa[1], M. Iqbal Jaelani[2]

[1,2]University of Muhammadiyah Prof. DR. HAMKA
Email: zusconnie@uhamka.ac.id

Abstract

This study aims to determine the effect of training and work discipline as exogenous factors on employee performance at PT Metro Taruna Jakarta. The 82 respondents as a sample and data analysis and process techniques used are validity, reliability, descriptive analysis, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, multiple linear regression analysis, simultaneous test, coefficient test, and correlation coefficient of determination. Based on the results of data processing Correlation and Determination Coefficients, the nature of the relationship between training, work discipline and employee performance is affected, because the correlation coefficient is 0.910 and the coefficient of determination r2 = 0.824 or 82.4%, meaning 82.4% variation or change in employee performance variables is the contribution of the influence of training and work discipline variables, while the remaining 17.6% is contributed by the influence of other factors such as compensation, workloads that are not comparable to payments, lack of motivation, high levels of work stress, low levels of promotion and others.

Keywords*: Training, work discipline, employee performance*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh pelatihan dan disiplin kerja sebagai faktor eksogen terhadap kinerja karyawan di PT Metro Taruna Jakarta. 82 responden sebagai sampel dan analisis data dan teknik proses yang digunakan adalah validitas, reliabilitas, analisis deskriptif, uji normalitas, uji multikolinieritas, uji heteroskedastisitas, uji autokorelasi, analisis regresi linier berganda, uji simultan, uji koefisien, dan koefisien korelasi penentuan. Berdasarkan hasil pengolahan data Koefisien Korelasi dan Determinasi, sifat hubungan antara pelatihan, disiplin kerja dan kinerja karyawan dipengaruhi, karena koefisien korelasi adalah 0,910 dan koefisien determinasi r2 = 0,824 atau 82,4%, artinya variasi 82,4% atau perubahan variabel kinerja karyawan merupakan kontribusi dari pengaruh variabel pelatihan dan disiplin kerja, sedangkan sisanya 17,6% disumbangkan oleh pengaruh faktor lain seperti kompensasi, beban kerja yang tidak sebanding dengan pembayaran, kurangnya motivasi, tingkat tinggi stres kerja, rendahnya tingkat promosi dan lain-lain.

Kata Kunci*: Pelatihan, disiplin kerja, kinerja karyawan*

INTRODUCTION

Facing competition in the global era companies are required to work efficiently and effectively. Increasingly intense competition causes companies are able to increase competitiveness in order to maintain the survival of the company. A research by (Roth *et al.*, 2017)the result regarding age and performance relationship agrees with that of (Kanfer and Ackerman, 1989)) claiming that the attractiveness of higher levels of job performance is expected to decline with age. Youngsters tend to perform better and exert much effort so as to create good image with their supervisor. As employees got older and older ultimately their performance will decline. For thus reason, each company must obtain their human resources who have ability and purpose to maximize profits, value, and also to improve the welfare of owners, employees, human resources quality who have knowledge, abilities, skills and good attitudes for the company. Companies need to move forward to develop and improve the quality of employees. Employees are expected to sharpen their knowledge, skills and abilities to be better in accordance with the demands and improved their performance

In this case, companies need human resources who have high performance (job performance). Where high or good employee performance measured of the success of a company in achieving its goals. Performance is the art to complete the task within the defined boundaries (Dukhan, Mohamad and Ali, 2017). As the results study (Manajemen, 2016)) work discipline has a very strong influence in optimizing the performance of employees of the West Java Regional Secretariat Basic Social Service Bureau

optimally, the R value (correlation) produced is 0.745, it can be concluded that work discipline and employee performance is positively related to 74.5%. While the determination coefficient $R2$ (R Square) is 0.554, means that the ability of work discipline variables in influencing employee performance in the Basic Social Services Bureau of the Regional Secretariat of West Java Province. is 55.4% while 44.6% is a contribution from other factors not observed in this study. In the correlation analysis shows there was close relationship between work discipline and employee performance, the relationship explained by a percentage of 74.5%. The company will strive to improve the performance of its employees in order to achieve company's goal. Employee's ability is reflected in a good and optimal performance and it is one of the main point to achieve company goals and should be noted by the company's leaders. Employee performance is the result of work achieved by someone in carrying out the tasks assigned to him to achieve the work target. Employees can work well if they have high performance so they can produce good work (Indriyani, 2016).

In achieving its objectives employee performance is one of the determinants of the success of a company. A study by (Farooq, Shams and Niazi, 2015) the key variables are organize the perform of employee performance effectively that higher employee performance and productivity can lead to higher profitability, means the managers should enhance employee participation, job involvement, relations and work on initiating programs. That is why employees' performance must have leader's attention, because the decline can affect overall company performance. The company

not only gain benefits from employee performance but also has to improve it, so they work more effectively and efficiently. Training is one way to improve employee performance. Training is an effort to improve the technical, theoretical, conceptual and moral capabilities of employees according to the needs of work or position through training. Hasibuan (2010: 69)

Training will provide employees' opportunities to mastered, develop skills and abilities then able to help employees to understand what and why should be done, providing opportunities to increase knowledge and expertise. As researched by (Suryantiko and Lumintang, 2018)The results of the study show that there is a positive and significant influence both partially and simultaneously between training and career development on employee performance (Rizal, Idrus and Mintarti, 2014): significant positive effect on employee performance but has a negative effect on organizational performance. For the motivation variable negative effect on employee performance but has a positive effect on organizational performance, while the training variable has a positive effect on motivation and employee performance also significantly influence the overall organizational performance. In defining motivation, (Isiaka, 2011)stated that it is the individual's desire or willingness to perform a given task and the ability to meet some needs under certain conditions Motivation fosters employees' engagement in their work by making them feel that what they do is more meaningful and interesting, and it increases their productivity and enhances their subsequent job performance (Kumari,

2016) PT. Air Manado stated it is better if the job training program and employees' career development need to be more maintained so that the existing performance improved. Everyone has their own abilities, but the owned ability is not necessarily in accordance with the specifications sought and needed by the company, therefore it is important for the company to carry out training for the employees to know what should be done and how to do it. Training means the process of helping employees' master special skills or to correct deficiencies in carrying out work (Nawawi, 2009). Companies must select the types of training that in accordance with the conditions of the company and gain the benefits after training program implemented. Training programs are very influential for increasing employee work performance in an organization or company, because with the knowledge, skills and creativity of an employee will give positive impact on his work. The increasing skills, knowledge, insights, and attitudes of employees on their duties through training programs that have been implemented in the company can improve the performance of the company's employees. It is expected in increasing frequency of training programs, the employee performance rose significantly (Hasibuan, 2010).

Mangkunegara (2009: 50) argues training is a short-term educational systematic and organized procedures for non-managerial employees to learn knowledge and technical skills for limited time. Training is necessary to improve knowledge, skills and attitudes of employees. It will be easier for employees to gain further knowledge based on the foundations obtained from the training

and the effects of further changes in other colleagues (Wirawan, 2011).

Training is not enough, work discipline can also said as an effort to improve employee performance in a company. According to Rivai & Sagala (2013: 825) work discipline is another way used by managers to communicate with employees that willing to change behavior and to improve awareness of one's willingness to obey rules and social norms that apply in a company. Hasibuan (2010) said that discipline can improve employee performance, by issuing regulations that must be done by each employee in order to keep employees in sets the rules, effort to achieve corporate goals and foster awareness of employees to be more discipline. (Amiryousefi and Tavakoli, 2011) says that Discipline implies the process of "strengthening exercises", "correction and sanctions", "control to create an order ", and " rules system". Discipline is associated with strengthen, especially determined the mind and character to produce self-control, habits to obey and others.

Problems of employee performance that occur at PT. Metro Taruna is decreasing or there is no significant increase. The performance or the absence of a significant increase can be seen from table 1 for the past five years. The measurement results can be seen below:

Table 1:
Employee Performance Percentage at
PT.METRO TARUNA
2013-2017

Tahun	Presentase Kinerja Karyawan (%)
2012	94.7%
2013	93.5%
2014	94.3%
2015	93.7%
2016	93/2%

Source: METRO TARUNA

Based on the data, it can be concluded the employees performance at PT.METRO TARUNA is not running optimally, it was decreased slowly from 94.3% in 2014 to 93.2% in 2016 and did not rose significantly. The management must consider and deeply in making decision. It is useful to improve employee performance and training program for latest and newest employees depend on the needs of the company itself.

Basically training implementation will not run smoothly without the support from manager, training provider and the training participants themselves (employees). A good training is expected the employees to work better than before, thus the company provides direct and intensive training which can be applied in the world of everyday work. In addition to directed and intensive training, education and skills also encourage employees to be more productive in working because these employees already know the duties and responsibilities well and try to reach a higher level. Then, the company held a training program (training) to improve employee performance.

In training programs addition, work discipline also affects employee performance. Based on the results of preliminary observations the writers were informed that the presence of employees who come late, caused the newspaper delivery delayed to customers. The problem occurs become a warning or complaint to the company about the delay in sending newspapers from several customers. In response to this, the presence of several employees who were late in attending showed that employee discipline towards the company was relatively low.

Decreasing work discipline can trigger negative impacts and decline employee performance. The things that cause work discipline include high rate presence, often come late, going home earlier, and not achieving work programs that have been targeted by supervisor. As in the theory revealed by Veithzal Rivai (2009: 824) that work discipline is a way by managers to communicate so employees are willing to change behavior to increase awareness and willingness to comply with regulations and prevailing social norms and vice versa if the low level of discipline of employees can also have a negative impact on the company. Employees who work without discipline will have a negative impact to the company which will ultimately affect the performance of the employee. Communication is defined as the process of contacting and interacting with individuals or groups for the purpose of information delivery and sharing as well as meanings and understanding (Fisher, 2012). As a predicator of employees' success, communication competency has been given by mixed opinions and views from several professionals (Ryan & Sackett, 1987). Moreover, communication is recognized an important element in the success of any organization since it enables such organizations to have an influence on how to achieve their goals as evidenced by the link between communication and work productivity (Camden & Witt, 1983; Papa & Tracy, 1987; Snyder & Morris, 1984).

Research by Safitri Indriyani (2015) from Yogyakarta State University, entitle The influence of Training and Compensation on employee performance at PT. Paradise Island Furniture, shows there is a significant influence between training and compensation on the performance of employees of PT. Paradise Island Furniture. Other research conducted by Jaka Alit Wiratama (2014) from Padjadjaran University, entitle the influence of leadership, training and work discipline on employee performance in PDAM Tirta Mangutama, Bandung Regency, shows that there is a significant influence between leadership, training and work discipline on the performance of Manguntama PDAM employees. Another Research Results by Dipta Adi Prawatya (2014) from Indonesian University, entitle the influence of work discipline and organizational culture on employee performance at PT. Post Indonesian showing there is a significant influence between work discipline and organizational culture on the performance of employees of PT. Post Indonesian

According to Malayu S.P Hasibuan (2010: 69) Training is an effort to improve the technical, theoretical, conceptual and moral capabilities of employees according to the needs of work or position through training. Almost the same as said by Sudarmanto (2009), "training is a business planned by the company to facilitate the learning of employee-related competence". These competencies include knowledge, skills and behavior that are seemed important or have a direct effect on the work performance and productivity of employees. "The main purpose of the training is the knowledge, skills and behavior can be applied in daily activities in the work field. Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald 1992) because few

people come to the job with the complete knowledge and experience necessary to perform their assigned job

Veithzal Rivai (2009: 94) says that training is a part of education that involves the learning process to acquire and improve skills outside the education system which applies in a relatively short time with methods that prioritize practice rather than theory.

Work discipline according to Rivai & Sagala (2013: 825) is a manager way to communicate with employees so they are willing to change behavior and increase awareness of someone's willingness to comply with all applicable rules and social norms in a company. According to Hasibuan (2010: 193) argues that: "Discipline is the awareness and willingness of someone to comply with all applicable company regulations and social norms. Discipline must be enforced in a company organization. Without good employee discipline support, it is difficult for companies to realize their goals. Means, discipline is a company key success in achieving its goals. "Bejo Siswanto (2005: 291) defines work discipline as respect, obey the rules both written and unwritten and do not avoid receiving

punishment if he violates the duties and authority granted to him.

Employee performance is the real behavior that displayed by everyone as work performance produced by employees in accordance with their company role. Employee Performance is a very important thing in the company's efforts to achieve its objectives (Veithzal and Ella Jauvani, 2009: 548). According to Wirawan (2011: 5) performance is the output produced by the functions or indicators of a job or a profession in a certain time. Hasibuan (2010: 15) says that performance is a result achieved by someone in carrying out tasks assigned to him. Likewise according to Anwar Prabu Mangkunegara (2009: 75) said that performance is the result of work in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities Sedarmayanti (2009: 319) says that performance is given to him. Whereas according to a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work can be shown concretely and can be measured (compared to predetermined standards).

METHOD

This study using quantitative methods with causal surveys and data samples taken from certain populations. The population of this study consist of 82 people that are the employee of PT. METRO TARUNA. The sample is part of the number and characteristics of the population (Sugiyono 2011: 81). In this study the author uses census data techniques in order the population is less than 100 which is 82 employees. The research site at PT. METRO TARUNA

which located on *Jl. Karet Pasar Baru Barat VII / 10 Jakarta-Pusat 10220.* To get the data in this study using distributing questionnaires as a method. Data processing techniques analyze by applying statistical calculation of SPSS (Statistic Product and Service Solution). software version 22.00. Test data analysis using validity test, reliability test, Normality Test, Heteroscedasticity Test, Autocorrelation Test, Determination Coefficient Analysis of Multiple Linear

Regression Analysis, Correlation Coefficient and Determination Coefficient

RESULTS AND DISCUSSION

The results from cronbach's alpha training variable, Work ethics and Performance are >0.60 means that the indicators or questionnaires of these variables are reliable as variable measuring instruments. Employee Perception of

The following are the results of respondents' answers to Training at PT. METRO TARUNA is based on each answer score:

Table 3:
The material from the training that I followed was in accordance with the needs

Category	Respondent	Percentage (%)
Strongly agree	41	0.047
Agree	29	0.044
Less disagree	12	0.046
Disagree	0	0.000
Totally disagree	0	0.000
Total	82	100.00

Source: PT METRO TARUNA

The normality test aims to test a confounding or residual variable having a normal distribution or not. Data normality test can be used with the Normal P-P image of the Standardized Residual Regression Plot. In this study the normality testing of

Table 4:
One-Sample Kolmogorov-Smirnov Test

This result is also supported by the results of normal p-plot graph analysis. In principle, normality can be detected by looking at the spread of data (dots) on the diagonal axis of the graph or by looking at the

Training. The following are the results of respondents' Training at PT. METRO

Table 2:
Training Variable Reability, Work ethics and performance

Variable	Cronbach's Alpha	Reliability Standard	Notes
Training	0,792	0,60	Reliable
Work Ethics	0,757	0,60	Reliable
Performance	0,751	0,60	Reliable

|			Unstandardized Residual
N			82
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		.11855856
Most Extreme Differences	Absolute		.067
	Positive		.067
	Negative		-.063
Test Statistic			.067
Asymp. Sig. (2-tailed)			.200

data using the komlogorov-smirnov-test and P-P Plot of Regression Standardized Residual graph. Detect normality by looking at the spread of points on the diagonal axis of the graph while testing with a one-sample kolomogrov smirnov test is carried out with a significance level of 0.05. Data showed normal distributed if the significance value is> 0.05 (Gozali, 2009: 31)

Based on table 4, it can be seen that the results of data processing show that the Kolmogorov-smirnov value is 0.067 and significance at 0.200, it can be concluded that the data is normally distributed because the Asymp.Sig value is 0.200 and greater than the significance value of 0.05 (0.200> 0.05).

residual histogram. The results of the normal p-plot graph in this study are as follows. Based on the picture above, the pattern shows the spread of points around the diagonal line and follows the diagonal line so it can be

concluded that the regression model meets the assumptions of normality.

Picture 1:

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Kinerja
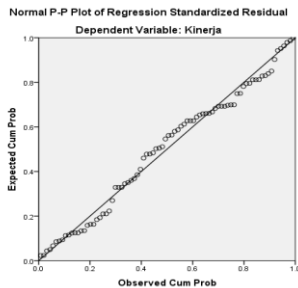
Multicollinearity test is done by looking at the VIF value (variance inflation factor).

Heteroscedasticity test aims to test the regression model inequality or no variance of the residual occurs, from one to another observation. If the variant of the residual one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity. To determine heteroscedasticity using a scatterplot graph, where shaped dots spread randomly. Spread both above and below the number 0 on the Y axis, if this condition occured, heteroscedasticity does not occur. Using a scatterplot graph is shown in the following figure:

According to some experts, the VIF value must be less than 5 and some other experts say it is quite below 10. If the VIF value is> 10 then there are high symptoms of multicollinearity and efforts must be made to overcome them. From these results it can be seen that the value of the Variance Inflation Factor (VIF) is less than 10 and the tolerance value is more than 0.10. The two variables, namely training and work discipline values VIF less than 10 (5,222 <10) and tolerance of more than 0,10 which is (0,191> 0,10), so that there are no multicollinearity between the independent and training variables.

Picture 4.3

Scatterplot
Dependent Variable: Kinerja
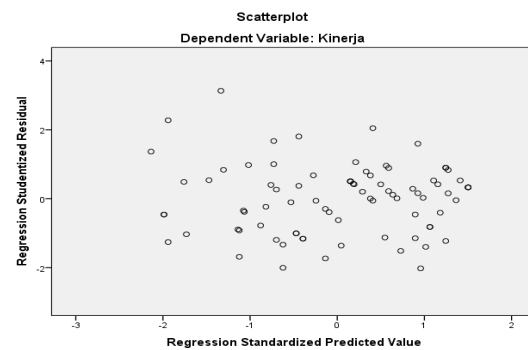
In this model is hoteroskedasticity because there is no clear pattern and the points spread above and below number 0 on the Y axis, so a decent regression model is used to predict the effect of training and employee discipline on performance. The Durbin-Watson test (Dw test) is only used for first-level autocorrelation and requires an intercept (regression) in the regression model and no more variables between the independent variables. The following are the results of the Durbin-Watson test through SPSS, as follows:

Table:5
Multicolinearitas Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.422	.214		1.973	.052		
Pelatihan	.393	.101	.416	3.901	.000	.191	5.222
Disiplin	.515	.106	.518	4.853	.000	.191	5.222

a. Dependent Variable: performance

Source: Output SPSS 22.0

Table 6
Autocorellation Test
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.910[a]	.828	.824	.120	1.893

a. Predictors: (Constant), training discipline
b. Dependent Variable: performance

Source: Output SPSS 22.0

Based on the results of the Durbin-Watson test it can be seen that the value obtained is 1.893. The value compared with the table using a significance value of 5%. The amount of data is n = 82 and the number of independent variables 2 (k = 2), then obtained dL is 1.5915 and dU is 1.6913. The conclusion is 0 <d <dL (0 <1,893 <1,5915) or there are no definite conclusions. The test of Run autocorrelation with non-parametic statistics can also be used to test whether between residuals there is a high correlation. If there is no correlation between the

residuals, it is said that the residuals are randomly. Run Test is used to see whether residual data occurs randomly or not

Table 7:
Runs Test

	Unstandardized Residual
Test Value[a]	.01623
Cases < Test Value	41
Cases >= Test Value	41
Total Cases	82
Number of Runs	38
Z	-.889
Asymp. Sig. (2-tailed)	.374

a. Median

Source: SPSS 22.0

Based on table 7 it can be seen that a significant level of 0,000 <0,05 with value of F count = 190,125> Ftable (2:82) = 3.11, it can be interpreted that training and work discipline simultaneously have a significant effect on employee performance. Thus, H3 is accepted.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.422	.214		1.973	.052		
Pelatihan	.393	.101	.416	3.901	.000	.191	5.222
Disiplin	.515	.106	.518	4.853	.000	.191	5.222

a. Dependent Variable: performance

Source: Output SPSS Statistics 22.0

Based on the results of the statistical test t showed in table 4.66, it can be seen that the training variable has a T count of 3.901> ($\frac{0.05}{2}$: 82) = 1.66365 and a significance of 0.000 <0.05, meaning that there is a positive

and significant influence on employee performance, thus H1 is accepted. While the work discipline variables have Tcount of 4,853> Ttable ($\frac{0.05}{2}$: 82) = 1.66365 and significant 0,000 <0.05, meaning that there is a positive influence between work discipline on employee performance, thus H2 is accepted.

Training variables and work discipline simultaneously have a significant effect on employee performance with the results calculated F value of 190,125> Ftable (2:82) = 3.11. So that it can be concluded that training and work discipline jointly influence the significance of employee performance, this is because if the training is better and fulfilled with the level of hard work

discipline it will improve employee performance. Based on the results of processing the "t" test data to see the effect of training variables and work discipline on significant performance or not, it can be seen from the probability number (sig). The probability value is 0,000 <0.05 with the value of the training variable the result of tcount = 3,901 and the work discipline variable results of tcount = 4,853. The number 1.66365 is obtained from table with α = 0.05 and degrees of freedom (df) nk-1 = 82. If the training variable t count> t table is 3.901> 1.66365 and the work discipline variable t count> t table is 4.853> 1.66365, so it can be concluded that H1 is accepted or training and work discipline have a significant effect on employee performance at PT Metro Taruna Jakarta.

Conclusion

Based on the results and discussion from the previous chapter can be drawn as follows: First, Based on the questionnaire distributed by the writer, there is a relative strength in the training indicators at 14 point with the total number of respondents' to 391 or with an average value of 4.77 which states: "I actively participate in the implementation of training programs", while lowest point is at 1 with the total number of respondents' to 357 or an average value of 4.35 which states: "The material from the training that I followed was in accordance with my needs". While the overall average size of the training variable is 4.56. Based on results calculated the overall value of the average training variable gets score of 89.02, which means that according to table 3.3 the criteria for the percentage of responses of respondents are in higher criteria. It can be concluded that training provided the company has run optimally and employees as trainees actively participate in each training program provided

Based on the results of data processing Correlation and Determination Coefficients, the nature of the relationship between training, work discipline and employee performance is highly strong, because the correlation coefficient is 0.910 and the coefficient of determination r2 = 0.824 or 82.4%, meaning 82.4% variation or change in employee performance variables is the contribution of the influence of training and work discipline variables, while the remaining 17.6% is contributed by the influence of other factors such as compensation, workloads that are not comparable to payments, lack of motivation, high levels of work stress, low levels of promotion and others.

able to motivate every employee to improve their morale and performance. But the material is not in accordance with the job requirements and positions of employees.

Based on the questionnaire distributed, there are relative strengths on the work discipline indicators at 9 with the total number of respondents' to 391 or an average value of 4.77 which states: "The company applies work standards to every employee in carrying out work", while the weakness points are relative to work discipline indicators are at 13 points with the total number of respondents' to 344 or an average value of 4.20 which states "I can create a harmonious atmosphere for fellow colleagues". While the overall average size of the work discipline variable is 4.58. Based on the overall calculation average variable work discipline get the value (score) of 83.67, means in accordance with table 3.3 criteria for percentage of respondents responses is higher. it can be concluded that PT. METRO TARUNA has applied work standards to

every employee in carrying out their work. But there some number of employees who are unable to create an atmosphere and have a harmonious attitude to fellow colleagues in the company.

Based on the distributed questionnaire, there are relative strengths on the work discipline indicators at 9 points with the total number of respondents' to 391 or an average value of 4.77 which states: "The company applies work standards to every employee in carrying out work", while the weakness points are relative to work discipline indicators are at 13 points with the total number of respondents' answers to 344 or an average value of 4.20 which states "I can create a harmonious atmosphere for fellow colleagues". While the overall average size of the work discipline variable is 4.58. Based on the results of the calculation of the overall value of the average variable work discipline get the value (score) of 83.67, means in accordance with table 3.3 for percentage respondents responses criteria is higher. It can be concluded that PT. METRO TARUNA has applied work standards to every employee in carrying out their work. But there are still a number of employees who are unable to create an atmosphere and have a harmonious attitude to fellow colleagues in the company.

Based on the distributed questionnaire by the writer, there is relative highly strength in the employee performance indicator at 5 points with the total number of respondents' to 387 or an average value of 4.72 which states: "I am able to finish the work on time" employee performance is 9 points with the total number of respondents' 359 or an average value of 4.38 which states "Leaders provide high trust and authority to employees". While the overall average size of the performance variable is 4.57. Based on the overall calculation results average variable work discipline get the acquisition value (score) of 66.88, means that according to table 3.3 the percentage criteria of respondents are on sufficient or moderate. It can be concluded that employees have been able to complete the work provided in a timely manner and in this case the employee also does the work with full calculation and in accordance with the work standards that have been applied by the company. But there are some employees who feel that the manager does not give a high level of trust and authority to employees.

Based on the results of multiple linear regression analysis obtained is $\hat{Y} = 0.422 + 0.393\ X_1 + 0.515\ X_2$. The results on performance variables get a constant value of 0.422, variable X_1 training coefficient value of 0.393, meaning that if training increases by 1 point assuming other variables constants cause an increase in employee performance of 0.393, while X_2 variable work discipline regression coefficient of 0.515, means discipline employment increased by 1 point assuming other constants variables led to an increase in employee performance by 0.515 scores at 0.422 constants.

Based on the results of the correlation coefficient shows that the multiple correlation coefficient between training variables and work discipline variables on employee performance is 0.910 with a significant 0.000 <0.05, means there is a positive, stronger, and significant relationship.

Based on the analysis of the Determination Coefficient (R2) shows that adjusted (R2) is 0.824 means the training variables and work discipline variables are jointly able to explain the variable employee performance by 82.4%, while the rest (100% - 82.4% = 17.6%) is explained by other reasons outside the model. Another result of multiple correlation coefficients between training variables and work discipline variables on employee performance is 0.910 with a significant 0.000 <0.05, meaning there is a positive, very strong, and significant relationship. Reinforced with other results based on table 4.65, it can be seen that a significant level of 0,000 <0,05 with the value of F count = 190,125> F table (2:82) = 3.11, so that training and work discipline can simultaneously have a significant effect on performance employee. Thus H3 is accepted.

Based on the results of statistical tests f Based on table 4.46, it can be seen that a significant level of 0,000 <0,05 with the value of F count = 190,125> Ftable (2:82) = 3.11, it can be interpreted that training and work discipline simultaneously have a significant effect on employee performance. Thus H3 is accepted.

Based on the results of the statistical test t, it can be seen that the training variable has a T count of 3.901> (: 82) = 1.66365 and a significance of 0.000 <0.05, means there is a positive and significant influence between training on employee performance, thus H1 is accepted. While the work discipline variables have T count of 4,853> T table (: 82) = 1.66365 and significant 0,000 <0.05, meaning that there is a positive influence between work discipline on employee performance, thus H2 is accepted.

Based on the conclusions, the writer's suggestions specifically related to training and work discipline and employee performance at PT. Metro Taruna Jakarta were given to:

The head of the company

In the training program which was seen from training variable questionnaire stated "I actively participated in the implementation of the training program". And the relative weaknesses in the training variable questionnaire stated: "The material from the training that I followed was in accordance with the needs". In this case the training provided by the company has been running optimally and need to be maintained. The manager should strive to supervise and understand the material provided during the implementation of the training program must in accordance with the performance requirements in the work field.

Employee

In improving the level of discipline can be seen from the weaknesses, it is relatively low for the work discipline variable questionnaire which states the statement: "I can create a harmonious atmosphere among fellow coworkers." in order to support tolerance and cooperate with each other well to support better performance.

In improving employee performance in order to have improved performance seen from the weaknesses relative to the questionnaire variable employee performance stated: "Leaders provide high trust and authority to employees". The author advises the leader or supervisor to give more trust in carrying

Future Researcher

The results showed that training and employee work discipline had an effect on employee performance, but there were still other factors such as compensation,

workloads that were not comparable to payments, lack of motivation, high levels of work stress, low levels of promotion and others. Therefore, further research needs to be done on other variables factors and their and give full duties and authority to employees.

REFERENCES

A.A Anwar Prabu Mangkunegara. (2009). *Sumber Daya Manusia Perusahaan*. Bandung. PT. Remaja Rosdakarya.

Amiryousefi, M. and Tavakoli, M. (2011) *The relationship between test anxiety, motivation and MI and the TOEFL iBT reading, listening and writing scores*, *Procedia - Social and Behavioral Sciences*. Elsevier B.V. doi: 10.1016/j.sbspro.2011.03.075.

Akhvan, Tabassi Amin. (2008). *The research exposes some barriers in the training, discipline and motivation of the construction workers and provides*. The Sains Malaysia University.

Alit, Jaka Wiratama.(2014). *Pengaruh Kepemimpinan, iklat dan Disiplin Kerja terhadap Kinerja Karyawan*. Universitas Padjadjaran.

Aliya, Maiya and et al. (2015). Factors affecting the Employee's Performance: A Case Study of Banking Sector in Pakistan, *European Journal of Business and Social Sciences*, Vol. 4, No. 08, November.p:310

Bejo, Siswanto. (2005). *Manajemen Tenaga Kerja Indonesia pendekatan Administratif dan Operasional*. Jakarta :Bumi Aksara.

Camden, C, & Witt, J. (1983). Manager communicative style and productivity: A study of female and male managers. International Journal of Women's Studies, 6, 258-269

Dipta, Adi Prawatya. (2014), *Pengaruh Disiplin kerja dan Budaya organanisasi terhadap Kinerja karyawan*, Universitas Indonesia.

Dukhan, N. R., Mohamad, N. and Ali, A. (2017) 'Factors Affecting on the Employees' Performance Study on the Al-Zawiya University of Libya', *International Review of Management and Business Research*, 6(1), p. 145.

Farooq, Syed Umar, et. al. (2015) Factors Affecting Employees' Performance: A Case of Kabul-Based Telecom Firms. *Business & Economic Review*: Vol.7, Issue 2: 2015 pp. 71-84. http://imsciences.edu.pk/files/journals/vol72/Paper%204.pdf

Fitzgerald, W. (1992). Training versus development. Training and Development, 46(5). 81-84.

Fisher, D. M. (2012). Facet personality and surface-level diversity as team mental model antecedents:

Implications for implicit coordination. Journal of Applied Psychology, 97(4), 825-841.

Ghozali, Imam. (2009). *Apkikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbitan Universitas Diponegoro.

Hasibuan, Malayu S.P. (2010). *Manajemen Sumber Daya Manusia* (EdisiKelima). Jakarta: Gunung Agung.

Indriyani, Safitri (2016). *Pengaruh Pelatihan dan Kompensasi terhadap kinerja karyawan*. Universitas Negri Yogyakarta.

Kamery, R. H. (2004). Motivational Techniques for Positive Reinforcement: A Review. Allied Academies International Conference. 8 (2), 91-96.

Nawawi, Hadari. (2009). *Manajemen Sumber Daya Manusia untuk Bisnis yang Kompetitif*. Yogyakarta : BPFE.

Papa. M. J., & Tracy, K. (1987, May). Communicative indices of employee performance with new technology. Paper presented at the annual meeting of the International Communication Association, Montreal, Canada

Ryan, A. M., & Sackett, P. R. (1987). *A survey of individual assessment practices by I / O psychologists. Personnel Psychology,* 40, 387-455

Shaikh, Muhammad Rafique, et.al. (2017). Factors Affecting to Employee's Performance. A Study of Islamic Banks. *International Journal of Academic Research in Accounting, Finance and Management Sciences*: Vol. 7, No. 1 January 2017, pp. 312-321.

http://hrmars.com/hrmars_papers/Article_32_Factors_Affecting_to_Employees_Performance.pdf

Snyder, R. A., & Morris, J. H. (1984). Organizational communication and performance. Journal of Applied Psychology, 69, 461-465.

Wirawan, 2010, Performance of various combining techniques and adaptive coded modulation in millimeter-wave fixed cellular systems under the impact