

The Effect of Training, Compensation and Work Discipline on Employee Performance at PT. Pegadaian

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Abstract

This study aims to analyze the positive and significant effect of Training, Compensation and Work Discipline on Employee Performance. The research methodology used is quantitative method and uses multiple linear regression analysis with processing using Statistical Product and Service Solutions (SPSS) version 26 with data collection method through questionnaires to 70 employees of PT. Pegadaian. The results of this study indicate that there is an influence between Training (X1) and Employee Performance (Y) of 0.515 and has an effect of 51.5%. For the influence variable between Compensation (X2) and Employee Performance (Y) of 0.180 and has an effect of 18%. The influence variable between Work Discipline (X3) and Employee Performance (Y) is 0.153 and has an effect of 15.3%. The results showed that Training, Compensation and Work Discipline had a positive and significant effect on Employee Performance at PT. Pegadaian.

Keywords: training, Compensation, Work Discipline, Employees Performance

INTRODUCTION

The most valuable company asset in this modern era is HR. If you have adequate quality employee resources, the company's goals will be achieved effectively and efficiently. In general, the goal of every company is that the company can maximize profits. In the absence of qualified human resources, the company's goals will not be achieved optimally. Companies with superior human resources will provide superior performance and will contribute all their potential to the company's success.

According to (Eri Susan, 2019) HR management includes the development, use and preservation of human resources, whether working alone or employed by a company or institution. By seeing how important HR is for achieving company goals, companies must pay attention to and manage employee responsibilities effectively to ensure the company continues to progress and develop in all circumstances. An administration is needed that is able to manage workers in a structured, planned and effective manner in order to realize effective human resource management. The business world must give maximum attention to workers, especially to all matters related to honing talent, employee skills and employee welfare, in order to foster employee commitment and loyalty in maintaining and improving employee performance. To help employees perform better, institutions offer career development programs that include training, remuneration and work discipline.

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According to (Nurvita & Budiarti, 2019), employee performance is defined as how successfully employees fulfill their assigned tasks along with a high level of quality and quantity. In running a company, an employee's performance is very important in order to achieve the company's goals. In improving employee performance so they work better, it can be seen in terms of the training given to employees in a company.

According to (Wiwin, 2021), training is a process where the process is structured to change the behavior of workers towards knowledge and also the skills of an employee or employees in carrying out certain tasks in order to achieve company goals. Employee training can further motivate workers to work harder, because the information obtained through employee training will help employees better understand the obligations and tasks given to them. It can be concluded that training affects employee performance; A study conducted by (Rini Astuti, 2018) shows that training has a good and substantial effect on employee performance at PT. Kemasindo Fast Nusantara Medan.

Along with training, employee performance can increase by providing compensation. According to (Nasir & Siregar, 2017), compensation is the wages employees receive for their contributions or services. In conclusion, providing compensation to employees is one of the roles of HR management which is related to all kinds of individual or individual prices. In addition, remuneration or compensation is an effort to encourage individuals within the company to be more disciplined and proactive in their professional development. Thus, remuneration influences employee performance. This was confirmed by a study conducted by (Siagian, 2015), which determined that compensation satisfaction had a good and substantial effect on PT. Amanda International Motor Daihatsu Surabaya. Therefore, it is very important to reward workers who have given their time and expertise within the institution or company so that employees feel happy that their efforts are recognized.

According to (Surazio et al., 2020), work discipline is the attitude of complying with the norms established and implemented by a company or institution in accordance with relevant laws. Like training and remuneration, they have an influence on improving employee performance in an institution. A study conducted by (issalillah, 2019) proves that work discipline has a good and substantial influence on employee performance at PT. Luxury Indah Jaya - Binjai. According to (issalillah, 2019),

Problems that develop in business regarding employee performance include problems where workers are not on time in completing tasks mandated by the institution, causing other tasks to be delayed.

PT. Pegadaian is a wholly owned subsidiary of a State-Owned Enterprise (BUMN). The goal or vision of Pegadaian is "To Become The Most Valuable Financial Company in Indonesia and the Community's First Choice Financial Inclusion Agent" to carry out this vision effectively and efficiently, PT. Pegadaians need to pay attention to employee performance.

Table 1. Recapitulation Data Percentage of PT Pegadaian employee performance

No.	Performance Indicators Employee	Target	Achievements		
			2018	2019	2020
1.	Completion Accuracy Task	100%	80%	82%	85%
2.	Suitability of Working Hours	100%	83%	79%	82%
3.	Attendance Rate	100%	87%	82%	79%
4.	Collaboration Between Employees	100%	82%	80%	85%
5.	Job satisfaction.	100%	86%	84%	88%

Source: PT. Pegadaian

Based on Table 1, worker performance at PT. In 2018 - 2020, Pegadaian is still facing increases and decreases, this proves that the employee or worker has not achieved maximum results when carrying out the tasks or work given to the employee or worker, as the result measurement is still below the target.

From the results of the table above, it shows that the results of increases and decreases in the performance of PT employees. Pegadaian, possibly due to the training, compensation and work discipline that exists in the company. The author is very interested in researching "The Effect of Training, Compensation and Work Discipline on Employee Performance at PT. Pegadaian." Taking these matters into consideration, the objectives of this research are as follows:

- 1) To analyze the effect of training on employee performance at PT. Pegadaian.
- 2) To analyze the effect of compensation on employee performance at PT. Pegadaian.
- 3) To analyze the influence of work discipline on employee performance at PT. Pegadaian.

RESEARCH METHOD

This research uses quantitative methods. In research regarding employee performance which is influenced by training, compensation and work discipline at PT. Pegadaian, there are two main data sources, namely secondary data and primary data. Secondary data in the form of profiles and performance data of PT employees. Pegadaians that have been arranged in documents or reports. Meanwhile, primary data consists of information collected directly through questionnaires sent to 70 employees of PT. Pegadaian.

Data collection methods used in this observation include observation, documentation studies, interviews, and questionnaires. Observation is an accurate and specific data collection method for gathering information about activities that are the object of study. Observations can be participatory, where the researcher participates in the activity being observed, or non-participatory, where the observation is carried out secretly.

In data analysis, descriptive analysis methods are used to illustrate the data as a whole without using generalizations or statistics to assess the data through description. Apart from that, inferential analysis methods are also used, especially multiple linear regression analysis to determine the impact of the independent variables (training, compensation and work discipline) on the dependent variable (employee performance).

RESULTS AND DISCUSSION

A. Test Research Instruments

1. Validity test

Table 2.
Validity Test Results

Variable	Statement	r Count	r Table	Information
Training (X1)	Statement 1	0.660	0.2352	Valid
	Statement 2	0.740	0.2352	Valid
	Statement 3	0.616	0.2352	Valid
	Statement 4	0.501	0.2352	Valid
	Statement 5	0.727	0.2352	Valid

Variable	Statement	r Count	r Table	Information
Training (X2)	Statement 1	0.732	0.2352	Valid
	Statement 2	0.849	0.2352	Valid
	Statement 3	0.827	0.2352	Valid
	Statement 4	0.658	0.2352	Valid
	Statement 5	0.668	0.2352	Valid
Variable	Statement	r Count	r Table	Information
Work Discipline (X3)	Statement 1	0.563	0.2352	Valid
	Statement 2	0.747	0.2352	Valid
	Statement 3	0.594	0.2352	Valid
	Statement 4	0.646	0.2352	Valid
	Statement 5	0.637	0.2352	Valid
Variable	Statement	r Count	r Table	Information
Employee Performance (Y)	Statement 1	0.536	0.2352	Valid
	Statement 2	0.548	0.2352	Valid
	Statement 3	0.833	0.2352	Valid
	Statement 4	0.504	0.2352	Valid
	Statement 5	0.833	0.2352	Valid

Source: Data processed using SPSS Version 26.0

Based on the validity test table above, the calculations used were SPSS 26 Version 26. Testing the data on 70 respondents stated that all statement items 1 - 19 statements intended for the variables Training, Compensation, Work Discipline and Employee Performance were concluded to be valid.

2. Reliability Test

Table 3. Reliability Test Results

No.	Variable	Reliability	r Table	Information
1.	Training	0.658	0.6	Reliable
2.	Compensation	0.805	0.6	Reliable
3.	Work Discipline	0.639	0.6	Reliable
4.	Employee performance	0.643	0.6	Reliable

Source: Data processed using SPSS Version 26.0

From the table above, it can be said that the Cronbach Alpha value for the 4 variables above, namely X1 Training, X2 Compensation,

B. Classical Assumption Test Analysis

1. Normality test

Table 4. Normality Test Results

		Unstandardized Residuals
N		70
Normal Parameters, b	Mean	.000000
	Std. Deviation	1.02026528
Most Extreme Differences	Absolute	.046
	Positive	.046
	Negative	-.046
Statistical Tests		.046
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.

b. Calculated from data.

- c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Source: Data processed using SPSS Version 26.0

Based on the results of the Normality Test above, it can be seen that the significant value based on the table above is 0.200, this indicates the value is greater than 0.05, so it can be concluded that the normality test in research has a normal distribution with $0.200 > 0.05$

2. Multicollinearity Test

Table 5. Coefficients^a Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1(Constant)		
Training	,699	1,430
Compensation	,674	1,483
Work Discipline	,884	1,131

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS Version 26.0

It can be seen from the multicollinearity test above, that the independent variable, namely Training (X1) has a Variance Inflation Factor (VIF) value of 1.430 < 10 and a tolerance value of 0.699 > 0.1, Compensation (X2) has a Variance Inflation Factor (VIF) value of 1.438 < 10 and a value of tolerance 0.674 > 0.1 and Work discipline (X3) has a Variance Inflation Factor (VIF) value of 1,131 < 10 and a tolerance value of 0.884. From the three variables above, it can be concluded that the regression model does not have multicollinearity.

3. Auto Correlation Test

Table 6. Auto Correlation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.790a	,624	,607	1.04320	1,945

a. Predictors: (Constant), Work Discipline, Training, Compensation

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS Version 26.0

In table 6 it can be explained that the result of Durbin-Watson is 1.945. Where the K value or number of independent variables is 3 and the N value or number of respondent data = 70. So the dL value is 1.5245 and the dU value is 1.7028, then the 4-Du value = 2.475. If it is included in the criteria, the result is $dU < DW < 4 \cdot dU$ ($1.7028 < 1.945 < 2.475$), this shows that there is no autocorrelation in the regression model.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results Coefficientsa

Model	Sig.
(Constant)	,649
1 Training	,780
Compensation	,736
Work Discipline	,170

a. Dependent Variable: Abs_RES

Source: Data processed using SPSS Version 26.0

Based on the table of heteroscedasticity test results above, where testing heteroscedasticity for research is by using the Glejser Test, it can be said that the sig number of the variable studied is Training (X1) sig of 0.780. Compensation (X2) sig is 0.736. Work Discipline (X3) sig is 0.170. So the conclusion is that the results of the heteroscedasticity test in this study stated that there was no heteroscedasticity because all independent variables had a significance value of > 0.05 .

Analysis Method

Multiple Linear Regression Analysis

Table 8. Coefficients^a Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,047	1,821		2,223	,030
	Training	,515	,085	,546	6,059	,000
	Compensation	,180	,066	,253	2,751	,008
	Work	,153	,069	,179	2,228	,029

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS Version 26.0

Based on the table above, it can be seen that the multiple linear regression coefficients have a regression equation, namely:

$$Y = 0.546 X1 + 0.253 X2 + 0.179 X3$$

Information:

Y = Employee Performance X1 = Training

X2 = Compensation X3 = Work Discipline

Based on the coefficients table, the following regression equation is produced: $Y = 0.546 X1 + 0.253 X2 + 0.179 X3$

The Training variable (X1) has a regression coefficient value of 0.546, which means that if the compensation and work discipline variables are assumed, then when there is an increase of 1 in training, it will affect the increase in employee performance levels, namely 0.546.

The Compensation Variable (X2) has a regression coefficient value of 0.253, which means that if the training and work discipline variables are assumed, then when there is an increase of 1 in compensation it will affect the increase in employee performance levels, namely 0.253.

The Work Discipline variable (X3) has a regression coefficient value of 0.179, which means that if the compensation and work discipline variables are assumed, then when there is an increase of 1 in work discipline it will affect the increase in employee performance levels, namely 0.546.

Model Feasibility Test Analysis

F test

Table 9. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119,446	3	39,815	36,586	,000b
	Residual	71,825	66	1,088		
	Total	191,271	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Training, Compensation

Source: Data processed with SPSS Version 26.0

Based on the ANOVA table above, it shows that the calculated F value is 36.586 with a significant degree of 0.000. The table f value is obtained from the df degree of freedom (residual) value, namely 2.74 at a 5% confidence level ($\alpha = 0.05$). Because the calculated f value is greater than the f table ($36.586 > 2.74$) at a significant level $0.000 < 0.05$. So the conclusion is that the independent variables, namely training, compensation and work discipline, together have a significant effect on the dependent variable, namely employees.

Coefficient of Determination Test (R2 Test)

Table 10. Coefficient Test Results (Determination) Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790a	.624	.607	1.04320

a. Predictors: (Constant), Work Discipline, Training, Compensation

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS Version 26.0

The table above shows that the R Square value is 0.624. Based on this value, it can be seen that the coefficient of determination (R2) value is explained as 62.4%. This means that the training, compensation and work discipline variables have an influence on employee performance variables by 62.4%. Meanwhile, the remaining 37.6% was influenced by other variables not analyzed in this study.

Hypothesis Test (t Test)

Table 11. Hypothesis Test Results (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,047	1,821		2,223	,030
	Training	,515	,085	,546	6,059	,000
	Compensation	,180	,066	,253	2,751	,008
	Discipline	.153	,069	,179	2,228	,029
	Work					

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS Version 26.0

Based on the t test results above, it can be concluded as follows:

Testing the hypothesis of the training variable (X1) on employee performance obtained a calculated t value of $6.059 > t$ table of 1.668 along with a significance level of $0.000 < 0.05$, this means that training has a positive and significant influence on the employee performance variable of PT Pegadaian. Testing the hypothesis of the compensation variable (X2) on employee performance obtained a calculated t value of $2.751 > t$ table of 1.668 along with a significance level of $0.008 < 0.05$, so this means that compensation has a positive and significant influence on the performance variable of PT Pegadaian employees.

Testing the hypothesis of the work discipline variable (X3) on employee performance obtained a calculated t value of $2.228 > t$ table of 1.668 with a significance level of $0.029 < 0.05$, so it can be interpreted that training has a positive and significant effect on the performance variable of PT Pegadaian employees.

Discussion

The Effect of Training on Employee Performance

According to (Safriatna et al., 2020) concluded that training will encourage productivity, progress and also organizational progress, if the training provided is appropriate to employee needs. Based on the results of studies that have been carried out, variable X1 training has a positive and significant influence on PT Pegadaian employee performance. The Training Variable (X1) has a value of 0.515 which means that training increases by 0.515 or 51.5% assuming the other independent variables have constant values. The t test shows that the value obtained is $> t$ table ($6.059 > 1.668$) with a significant value of $0.000 < 0.05$, so the conclusion is that training provides a positive and significant impact on employee performance. Employee training can further motivate workers to work harder, because the information obtained through employee training will help employees better understand the obligations and tasks given to them. It can be concluded that training affects employee performance. This is in accordance with research from (Rini Astuti1, 2018) proving that training has a positive and significant influence on employee performance at PT. Kemasindo Fast Nusantara Medan.

The Effect of Compensation on Employee Performance

According to (Nasir & Siregar, 2017), compensation is the wages employees receive for their contributions or services. In conclusion, providing compensation to employees is one of the roles of HR management which is related to all kinds of individual or individual prices. In addition, remuneration or compensation is an effort to encourage individuals within the company to be more disciplined and proactive in their professional development. Based on the results of studies that have been carried out, the compensation variable has a positive and significant influence on PT Pegadaian employee performance.

The Compensation Variable (X2) has a value of 0.180 which means that compensation increases by 0.180 or 18% assuming the other independent variables have a fixed value. The t test shows the results that the value $> t$ table ($2.751 > 1.668$) and the significant value is $0.008 < 0.05$, so the conclusion is that compensation has a positive and significant effect on employee performance. Thus, remuneration has an influence on employee performance. This is supported by research studies conducted by (Siagian, 2015), which determined that compensation has a positive and significant

influence on PT. Amanda International Motor Daihatsu Surabaya. Therefore, it is very important to reward workers who have given their time and expertise within the institution or company so that employees feel happy that their efforts are recognized.

The Influence of Work Discipline on Employee Performance

According to (Surazio et al., 2020), work discipline is the attitude of complying with the norms established and implemented by a company or institution in accordance with relevant laws. Based on the results of studies that have been carried out, the work discipline variable has a positive and significant impact on PT employee performance. Pegadaian Work Discipline Variable (X3) with a value of 0.153 which means that training increases by 0.153 or 15.3% assuming other independent variables have constant values. The t test shows that the value is $> t$ table ($2.228 > 1.668$) and the significant value is $0.029 < 0.05$. It can be concluded that Work Discipline has a positive and significant impact on employee performance.

By realizing work discipline, it will ensure that regulations are maintained and run smoothly within a company, which will result in increased employee performance. This is supported by research results (issalillah, 2019) which show that discipline has a positive and significant impact on employee performance at PT. Luxury Indah Jaya – Binjai.

CONCLUSION

Based on the results, it can be concluded that the research results are: (1) based on the results of hypothesis testing, which shows that training has a positive and significant impact on employee performance and the training variable has a significant level of 0.000. Which means the training system at PT. Pegadaian is appropriate and influences employee performance. (2) based on the results of hypothesis testing, which shows that compensation has a positive and significant effect on employee performance and the compensation variable has a significant level of 0.008. Which means the compensation system at PT. Pegadaian is appropriate and influences employee performance, and (3) based on the results of hypothesis testing, which shows that work discipline has a positive and significant influence on employee performance and the work discipline variable has a significant level of 0.029. Which means the work discipline system at PT. Pegadaian are right and affect employee performance.

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