

**EMPLOYEE PERFORMANCE REVIEWED FROM THE TRAINING,
COMPETENCE AND WORK DISCIPLINE
(CASE STUDY AT PT PLN (PERSERO) UP3 SUKOHARJO)**

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Abstract : *This study aims to determine and analyze the effect of training, competence and work discipline on the employee performance of PT PLN (Persero) UP3 Sukoharjo. The type of research used is quantitative descriptive. The research population is all employees of PT PLN (Persero) UP3 Sukoharjo, amounted 55 employees and the sample used is taken from the entire population. The sampling technique uses non-probability sampling or the census sampling method. The research data is in the form of primary and secondary data collected through observation, documentation, questionnaires, interviews, and literature study. The data analysis technique used the classical assumption test, multiple linear regression analysis, hypothesis testing (t test) and coefficient of determination test (R^2) with the analytical tool SPSS program version 23. The results showed that training, competence and work discipline each had a positive and significant impact on the employee performance of PT PLN (Persero) UP3 Sukoharjo. The test results for the coefficient of determination (R^2) obtained an Adjusted R Square value is 0,773 or 77,3% which indicates that the employee performance of PT PLN (Persero) UP3 Sukoharjo can be influenced by training, competency and work discipline variables, while the remaining 22,7% is explained by other variables not included in this study, for example motivation, compensation, job satisfaction, organizational culture, work environment and other variables.*

Keywords : *Employee Performance, Training, Competence, Work Discipline*

1. Introduction

The development of science and technology in the 4.0 era is now very fast bringing many changes to all sectors, including the work environment sector. Such conditions force companies to be able to acquire superior, skilled, innovative and competitive human resources to face increasingly competitive and uncertain challenges and changes. The establishment of a company certainly has a goal and target to be achieved a specific amount of time later. Therefore, it is necessary to have a structured management system and adequate human resources for the company so that it can plan to achieve the goals set beforehand. Human Resources (HR) is a vital resource because it plays the most dominant role in driving all activities of a firm or organization.

Human resources are also seen as an important asset for an organization, whether it's a company or an agency, because its position makes other resources unable to function as well as possible and lacks benefits in achieving goals, for this reason, good and proper management

of human resources is needed (Wakdomi *et al.*, 2022). In its development, human resources (HR) is the main thing that needs attention because the presence of good and quality human resources will help maximize company performance. In other words, the existence of good and competent human resources, the resulting performance will also influence the progress of the company. Vice versa, the progress of a corporation will be hampered if the performance produced by the employees is not good and optimal (Irawan *et al.*, 2021).

Every company certainly hopes for the best employee performance in order to achieve what has become the goal. Because it contributes greatly to the outcomes of all the firm's human resources, which act as the most important brain to assist realize corporate goals, employee performance is said to be the most crucial component of the enterprise (Esthi & Savhira, 2019). Employee performance is one of the main elements that can be improved if the employee wants to know what is expected and when he can participate and can be evaluated according to the outcomes of his performance based on behavior (Harahap & Tirtayasa, 2020). The performance of one employee with the performance of another employee will not be the same, because it is impacted by numerous individual factors and environmental factors (Tumanggor & Girsang, 2021).

The availability of training to employees is one of the elements that can impact their level of performance. Training is a very important thing that can be done by companies to ensure that their workforce has the knowledge, abilities and skills needed to meet the company's current and future needs (Juniarti & Indahingwati, 2020). The existence of training will create high employee performance so that it can support the company's success. By carrying out an adequate training program, employees will understand and master more in carrying out their duties. So that it can bring benefits to the employees themselves and also profits to the company (Syahputra & Tanjung, 2020). Whatever form and level of training will eventually result in changes in behavior, both individually and in groups (Yusnandar *et al.*, 2020).

Furthermore, the internal factors of individual employees in influencing their performance are competence. Competence is said to be the skills and empowerment of a person who shows a state of capable and appropriate quality (Wakdomi *et al.*, 2022). Competence is the main element that must be present in every employee in carrying out their work, because the competencies they already have will help employees to complete work according to predetermined targets (Hasyim & Pasaribu, 2021). According to (Bakri, 2022) in his research stated that the more employees have competence, the better and higher the performance that will be achieved by these employees. This is because an employee with good work competence can easily perform any task, can recognize and respond appropriately to situations and issues that can happen in the workplace, and is able to adapt well to the work environment.

The discipline of employees has an impact on employee performance as well. Work discipline can be seen as the attitude of a person or group who intends and is willing to comply with predetermined rules. Good work discipline reflects how much sense of responsibility an employee has regarding the duties he was given. This will certainly push their work desire, work enthusiasm and support to the reach of enterprise objectives (Irawan *et al.*, 2021). Discipline and indiscipline will be an example and role model for others. If the work environment is disciplined, the employees will also be disciplined, but if the company's work environment is not disciplined, then most employees will also be undisciplined (Suwandi & Sutanti, 2021). Discipline is an important factor in the human resource

development process, for this reason work discipline is very important for an organizational system that has the aim of reducing the level of errors, irregularities and negligence which can lead to waste in carrying out work. With high work discipline, it can facilitate the enterprise in fulfilling its objectives. This means that if a worker is disciplined at work, the employee will work effectively, productively and efficiently in his working time where there will be no irregularities or errors that can make the company lose money and can also improve the employee's own performance (Prayogi *et al.*, 2019).

PT PLN (Persero) UP3 Sukoharjo is one of the State-Owned Enterprises (BUMN) in Indonesia which is engaged in providing electricity services where its existence is needed by the whole community. The business activities carried out by this company include generation, distribution, distribution and other services related to electricity. Nowadays, the level of users of electrical energy is increasing day by day. This is because electricity has become one of the basic needs in supporting all activities of human life. The increasing number of electricity users is also accompanied by an increasing number of complaints from customers such as sudden power outages, slow service for installing new lines, delays in repairing damaged cable installations, and others. To deal with this problem, of course, human resources from PLN are needed which have optimal performance so that they can provide the best service to customers.

PT PLN (Persero) UP3 Sukoharjo is located on Jl. Ir. Soekarno, Ruko Solo Permai HC-06, Grogol District, Sukoharjo Regency, Central Java Province and currently has a total of 55 employees. PT PLN (Persero) UP3 Sukoharjo is one of the Customer Service Implementation Units under the PLN Central Java and Yogyakarta Special Region Distribution Main Unit which also oversees 5 Customer Service Units (ULP), namely ULP Sukoharjo, ULP Grogol, ULP Karanganyar, ULP Wonogiri and ULP Jatisrono. Appointed by the government as an electricity service provider company, PT PLN is required to serve the community's needs related to electricity by demonstrating its professional attitude through improving organizational performance and employee performance.

The authors's initial observations and interviews findings at PT PLN (Persero) UP3 Sukoharjo found the phenomenon that the company in carrying out its duties really needs the competence of their employees. PT PLN (Persero) UP3 Sukoharjo also has a training program for employees which is carried out in accordance with the job description and job description, but in practice this training is only carried out every year which is not routinely carried out every month. The level of work discipline is also still lacking, seen from the fact that there are still employees who come and go home from work not according to company rules, the sanctions given are only salary deductions for tardiness and there are no written sanctions that make employees feel wary. In addition, there are still some employees who do not wear uniforms/work clothes in accordance with company regulations. From the description of the background that has been explained, the formulation of the problem in this study is whether training, competence and work discipline affect the performance of PT PLN (Persero) UP3 Sukoharjo employees. The purpose of this study was to find out and analyze how the influence of training, competence and work discipline on the employees performance of PT PLN (Persero) UP3 Sukoharjo.

Based on the background information provided above, the author is interested to carry out more research by taking the title "Employee Performance Reviewed from the Training, Competence, and Work Discipline (Case Study at PT PLN (Persero) UP3 Sukoharjo)".

Literature Review

Employee Performance

According to Mangkunegara (2017 : 67) suggests that performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Whereas Sinambela (2016 : 483) states that performance is the willingness of a person or group to carry out an activity and perfect it according to their responsibilities with the expected results. In the opinion of (Harahap & Tirtayasa, 2020) performance is a work result that can be found in quality and quantity in carrying out tasks assigned to an employee which is realized in the goals, vision, mission and goals of an organization or company.

From some of the meanings above, the authors conclude that employee performance is a result that is obtained by a person or group of employees when doing work, whether judged by the quality or quantity in accordance with the tasks that have been given and based on the willingness and ability of the employee. Employee performance indicators according to (Wijaya *et al.*, 2021) are quality, quantity, timeliness, effectiveness, independence and commitment.

Training

Training according to Zaenuri (2015 : 193) is teaching or giving experience to someone to develop behavior (knowledge, *skills*, attitudes) in order to achieve something they want. In line with Larasati (2018 : 110) that training (*training*) is a short-term educational process that uses systematic and organized procedures, so that non-managerial workers learn technical knowledge and skills for specific purposes. According to (Yusnandar *et al.*, 2020) training is an effort to develop human resources, especially in the areas of knowledge, abilities, skills and attitudes. The knowledge referred to is knowledge about knowledge that must be mastered in a certain position or position.

From the explanation above, the authors conclude that the definition of training is a company tool in developing the potential of its employees by providing experience to increase knowledge and abilities in a structured and systematic manner so that employees are more skilled at work. Training indicators according to (Syahputra & Tanjung, 2020) are instructors, participants, materials, methods, goals and objectives.

Competence

The definition of competence according to Enny (2019 : 30) is everything that is owned by a person in the form of knowledge, skills and other individual internal factors to be able to do a job based on the knowledge and skills they have. While Wibowo (2016 : 271) defines competence as an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence is the character of attitudes and behavior or willingness and individual abilities that are relatively stable when facing situations at work which are manifested from the synergy of character, self-concept, internal motivation and conceptual knowledge capacity (Hasyim & Pasaribu, 2021).

Based on the opinions of several experts above, it can be concluded that competence is the basic ability that exists in a person in the form of knowledge, skills and other individual characteristics in carrying out a task according to his field of work to obtain optimal results. Competency indicators according to (Wijaya *et al.*, 2021) are knowledge, skills and attitudes.

Work Discipline

According to Afandi (2016 : 1) work discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, according to Hasibuan (2016 : 70) discipline is a person's awareness and willingness to comply with the rules and social norms that apply in the company. Work discipline is also an orderly state in which a person or group of people in the organization are willing to obey and carry out company regulations, whether written or not based on awareness and conviction to achieve a condition between desire and reality and it is hoped that employees will have a positive attitude high discipline at work so that productivity can increase (Istiatin, 2020 : 88).

From the opinions of the experts above, the authors draw conclusions that the notion of work discipline is an attitude that is always obedient and obedient to the rules that have been enforced and must be carried out by someone in an organization or company based on awareness, awareness and willingness from within that person. Indicators of work discipline according to (Tumanggor & Girsang, 2021) are obeying time rules, obeying company regulations, obeying rules of conduct at work and obeying other regulations.

Research Framework

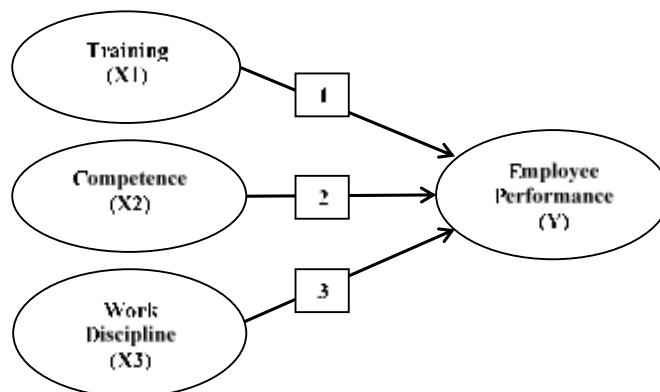


Figure 1
Research Framework

Hypothesis

- H1 : Training has a positive and significant effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.
- H2 : Competence has a positive and significant effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.
- H3 : Work discipline has a positive and significant effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.

2. Research Methods

Research Design

This research design uses a quantitative descriptive approach. According to Sugiyono (2019 : 16-17) quantitative research is a research method based on the philosophy of *positivism*, used to examine certain populations or samples, collecting data using research instruments, data analysis is quantitative/statistical with the aim of testing established hypotheses. The researcher chose to use a quantitative descriptive method because to find out the magnitude of the influence of training, competency and work discipline variables on employee performance at PT PLN (Persero) UP3 Sukoharjo. This research was conducted at PT PLN (Persero) UP3 Sukoharjo which is located at Jl. Ir. Soekarno, Ruko Solo Permai HC-06, Grogol District, Sukoharjo Regency, Central Java Province 57552 for approximately 3 (three) months starting from January 2023 until March 2023.

Population, Sample and Sampling Technique

The population in this study were all employees who worked at PT PLN (Persero) UP3 Sukoharjo totaling 55 employees. Sampling in this study according to (Arikunto, 2019 : 104), that is, if the total population is less than 100 people, then the sample should be taken as a whole (use population), but if the population is greater than 100 people, then a sample of 10-15% or 20-25% or more of the total population can be taken. The samples in this study were taken from the entire population so that a total sample of 55 respondents was obtained. The sample collection uses a *non-probability sampling* technique with the type of saturated sampling technique (census sampling).

Data Collection Technique

The research data is quantitative in nature, which originates from primary and secondary data. The data collection techniques was carried out by observing the research object, documentation related to the profile and organizational structure of the company, distributing questionnaires to respondents, interviewing company employees and also literature studies related to scientific sources relevant to this research.

Research Variable

The variables in this study consist of the dependent variable, namely employee performance and the independent variable, namely training, competence and work discipline.

Data Analysis Technique

This method of data analysis makes use of the SPSS version 23 software and includes the traditional assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, hypothesis testing (t test), and coefficient of determination test (R^2 test).

3. Results and Discussion

3.1. Results

1) Classic Assumption Test

Normality Test

Table 1
Normality Test Results

<i>Kolmogorov-Smirnov Z</i>	<i>Asymp. Sig. (2-tailed)</i>	Standard	Information
0,107	0,178	0,05	Normal

Source : Primary data processed, 2023

Based on the results of the *Kolmogorov-Smirnov-Test* above, it shows that the value of *Asymp. Sig. (2-tailed)* is 0,178 where the value is greater than the established significance level of 0,05. This shows that the regression equation for the model in this study has a normal data distribution.

Multicollinearity Test

Table 2
Multicollinearity Test Results

Variable	<i>Collinearity Statistics</i>		Information
	<i>tolerance</i>	<i>VIF</i>	
Training	0,503	1,988	Multicollinearity Free
Competence	0,479	2,088	Multicollinearity Free
Work Discipline	0,514	1,945	Multicollinearity Free

Source : Primary data processed, 2023

Based on the calculation results in table 2 above, a *tolerance* value can be obtained for the Training variable of 0,503, for the Competency variable of 0,479 and for the Work Discipline variable of 0,514, which means that all independent variables have a *tolerance* value of $> 0,10$. Whereas the VIF value for the Training variable is 1,988, the Competency variable is 2,088 and for the Work Discipline variable is 1,945, which means that all independent variables have a VIF value < 10 . So from these results it can be concluded that the regression model in this study does not occur with multicollinearity among the variables free (*independent*).

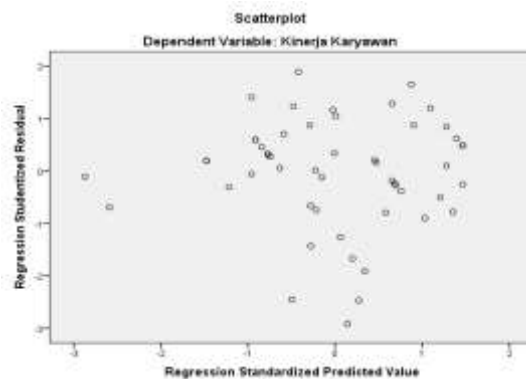
Heteroscedasticity Test

Table 3
Heteroscedasticity Test Results

Variable	<i>Sig (P-Value)</i>	Information
Training	0,788	No heteroscedasticity occurs
Competence	0,672	No heteroscedasticity occurs
Work Discipline	0,413	No Heteroscedasticity occurs

Source : Primary data processed, 2023

According to the outcomes in the table above, it shows that all independent variables have a significance value (*P-Value*) greater than 0,05, so it can be said that all independent variables in this research model do not show symptoms of heteroscedasticity. The graph of the results of the heteroscedasticity test can be seen in the image below :



Source : Primary data processed, 2023

Figure 2

Scatterplot Graph of Heteroscedasticity Test

From the Figure 2 of the *scatterplot* graph above, it can be inferred that there are no signs of heteroscedasticity in this regression model because the points are spread randomly above and below the number 0 (zero) on the Y axis.

2) Multiple Linear Regression Analysis

Table 4
Multiple Linear Regression Analysis Test Results

Variable	Unstandardized Coefficients	
	B	Std. Error
(Constant)	0,416	1,917
Training	0,480	0,084
Competence	0,290	0,113
Work Discipline	0,182	0,068

Source : Primary data processed, 2023

Based on the results of the multiple linear regression test in the table above, the regression equation can be formulated as follows :

$$Y = 0,416 + 0,480X_1 + 0,290X_2 + 0,182X_3 + e$$

The following is an interpretation of the multiple linear regression test :

- The constant value (α) is 0,416, which means that if the independent variable namely Training (X_1), Competence (X_2) and Work Discipline (X_3) are constant or 0 (zero), then the Employee Performance variable (Y) will be at figure 0,416.
- The coefficient of the Training variable (β_1) from the calculation of multiple linear regression is obtained the value of *coefficients* (β) = 0,480. This shows that if the Competency (X_2) and Work Discipline (X_3) variables are constant or 0 (zero), then the additional Training variable (X_1) will result in Employee Performance (Y) increasing by 0,480. So that the variable Training (X_1) has a positive association with Employee Performance at PT PLN (Persero) UP3 Sukoharjo.
- The coefficient of the Competency variable (β_2) from the calculation of multiple linear regression obtained the value of *coefficients* (β) = 0,290. This shows that if the variables Training (X_1) and Work Discipline (X_3) are constant or 0 (zero), then the additional Competency variable (X_2) will result in Employee Performance (Y)

increasing by 0,290. So that the Competency variable (X2) has a positive association with Employee Performance at PT PLN (Persero) UP3 Sukoharjo.

- d. The coefficient of the Work Discipline variable (β_3) from the calculation of multiple linear regression obtained the value of *coefficients* (β) = 0,182. This shows that if the variables Training (X1) and Competence (X2) are constant or 0 (zero), then the additional of the Work Discipline variable (X3) will result in Employee Performance (Y) increasing by 0,182. So that the Work Discipline variable (X3) has a positive association with Employee Performance at PT PLN (Persero) UP3 Sukoharjo.

From the results of the multiple linear regression analysis above, it can be seen that the Training variable (X1) has the most dominant influence on Employee Performance (Y), this is because the regression coefficient has the greatest value among the other variables, which is equal to 0,480.

3) Hypothesis Test (t Test)

Table 5
Test Results t

Variable	B	t_{count}	t_{table}	Sig.
Training	0,480	5,727	2,007	0,000
Competence	0,290	2,566	2,007	0,013
Work Discipline	0,182	2,660	2,007	0,010

Source : Primary data processed, 2023

Based on the results in the table above, it can be explained as follows :

- a. The calculation results show that the value of $t_{count} > t_{table}$ ($5,727 > 2,007$) with a significance value of ($0,000 < 0,05$), then H_0 is rejected and H_a is accepted. So it can be concluded that the variable Training (X1) partially has a positive and significant effect on the Employee Performance at PT PLN (Persero) UP3 Sukoharjo.
- b. The calculation results show that the value of $t_{count} > t_{table}$ ($2,566 > 2,007$) with a significance value of ($0,013 < 0,05$), then H_0 is rejected and H_a is fulfilled. So it can be concluded that the variable Competency (X2) partially has a positive and significant effect on the Employee Performance at PT PLN (Persero) UP3 Sukoharjo.
- c. The calculation results show that the value of $t_{count} > t_{table}$ ($2,660 > 2,007$) with a significance value of ($0,010 < 0,05$), then H_0 is rejected and H_a is accepted. So it can be concluded that the variable Work Discipline (X3) partially has a positive and significant effect on the Employee Performance at PT PLN (Persero) UP3 Sukoharjo.

4) Determination Coefficient Test (R^2 Test)

Table 6
Test Results for the Coefficient of Determination (Test R^2)

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>
0,886	0,786	0,773

Source : Primary data processed, 2023

Based on the test results of the coefficient of determination (R^2) in the table above, it can be seen that the *Adjusted R Square* value obtained is 0,773 (77,3%). So this can be interpreted that the variation of the dependent variable, namely the performance of employees at PT PLN (Persero) UP3 Sukoharjo can be explained by the variables training (X1), competence (X2) and work discipline (X3) of 77,3%. While the remaining 22,7% is explained by other variables not proposed in this study such as motivation, compensation, job satisfaction, organizational culture, work environment and other variables (Prayogi *et al.*, 2019).

3.2. Discussion

1) The Effect of Training on Employee Performance at PT PLN (Persero) UP3 Sukoharjo

Based on the calculation results of SPSS version 23, it is known that the value of $t_{count} > t_{table}$ ($5,727 > (2,007)$) with a significance value of $(0,000) < (0,05)$ and a positive regression coefficient value of 0,480, then H_0 is rejected and H_a is accepted. This shows that training has a positive and significant impact on the employee performance of PT PLN (Persero) UP3 Sukoharjo. This means that the more and more often companies provide training programs to employees, the knowledge and skills of employees will increase where the employee performance will also increase. So the first hypothesis (H_1) in this study is proven true.

The results of this study are in line with the results of research that was previously conducted by (Yusnandar *et al.*, 2020) where in his research it was stated that there was a significant effect between training on the employees performance of Government-Owned Hospitals in Medan City. Furthermore, the results of this study are also supported by the results of research conducted by (Juniarti & Indahingwati, 2020) which shows that training has proven to have a positive and significant effect on the employee performance of PT Sari Coffee Indonesia.

In meeting the needs of employees who have good performance is to conduct training. Training is one of the efforts to improve the ability of employees to carry out the tasks that have been given so that employees have the necessary skills and are capable of performing their duties that have been given by the organization. The findings of this research indicates that the training conducted at PT PLN (Persero) UP3 Sukoharjo is in the fairly good category. This is evidenced by the existence of a training program provided by the company held at the Education and Training Center (PUSDIKLAT) of PT PLN (Persero) for employees in accordance with the job descriptions and jobs they were currently undertaking at the time. Besides, PT PLN (Persero) UP3 Sukoharjo too often holds workshops and various seminar programs to upgrade employee knowledge so that this will have an impact on improving employee performance.

2) The Effect of Competence on Employee Performance at PT PLN (Persero) UP3 Sukoharjo

Based on the calculation results of SPSS version 23, it is known that the value of $t_{\text{count}} > t_{\text{table}}$ ($2,566 > (2,007)$) with a significance value of $(0,013) < (0,05)$ and a positive regression coefficient value of 0,290, then H_0 is rejected and H_a is accepted. This shows that competency has a positive and significant influence on the employee performance of PT PLN (Persero) UP3 Sukoharjo. This means that if an employee has high (good) competence, then the employee will obtain a greater performance level. So the second hypothesis (H_2) in this study is proven true.

The results of this study are in line with the results of previous research conducted by (Hasyim & Pasaribu, 2021) which stated that competency has a positive and significant effect on employee performance at the Samsat Office of North Labuhanbatu Regency. In addition, this research is also in accordance with the results of research conducted by (Bakri, 2022) which states that competency has a positive and significant effect on employee performance at PT Taspen (Persero) in Makassar City.

Competence is one of the main elements that every employee must have in carrying out his work. Having good competence and in accordance with the required job criteria will be able to have a good impact on employee performance in completing work on time and in accordance with work standards. Basically someone who works with high competence or knowledge will certainly produce good performance as well, as if someone works without knowledge and experience based on it will certainly result in ineffective results of work produced, so in this case competence greatly influences a person's performance. The competencies referred to in this study include broad knowledge, work skills possessed, and responsiveness of employees in carrying out work given by superiors. The outcomes of this study demonstrate that the average competence of PT PLN (Persero) UP3 Sukoharjo employees is quite high, this is evidenced by the appropriateness of the work carried out by each employee in the company.

3) The Effect of Work Discipline on Employee Performance at PT PLN (Persero) UP3 Sukoharjo

Based on the calculation results of SPSS version 23, it is known that the value of $t_{\text{count}} > t_{\text{table}}$ ($2,660 > (2,007)$) with a significance value of $(0,010) < (0,05)$ and a positive regression coefficient value of 0,182, then H_0 is rejected and H_a is accepted. This shows that work discipline has a positive and significant influence on the employee performance of PT PLN (Persero) UP3 Sukoharjo. This means that the more employees have a high work discipline attitude, the employee's performance will also increase. So that the third hypothesis (H_3) in this study is proven true.

The results of this study are in line with the results of research conducted by (Suwandi & Sutanti, 2021) which concluded that work discipline has a positive and significant effect on the employee performance of PT Bank Sinarmas in Bekasi Regency. The results of this study were also strengthened by the results of his research (Prayogi *et al.*, 2019) which proved that work discipline had a significant and positive effect on employee performance at the Class I Special Immigration Office in Medan.

PT PLN (Persero) UP3 Sukoharjo also realizes that the importance of work discipline will be able to improve the performance of its employees. Work discipline is an

important factor that must be carried out and embedded in every employee. Discipline reflects the condition in the organization when employees behave according to the rules and standards of behavior that are acceptable to the organization. Employees who have a high work discipline attitude will be able to do all the tasks given properly, where there will be no irregularities or mistakes so that employees will be more focused on work which in this case will also affect their performance. Work discipline in this study includes punctuality in attendance, use of uniforms and work attributes according to regulations, carrying out tasks with full responsibility, working according to procedures and complying with other rules imposed by the company.

4. Conclusion

In accordance with the findings of the research and discussions that have been conducted previously regarding training, competence and work discipline on the performance of PT PLN (Persero) UP3 Sukoharjo employees, the authors can conclude the following matters :

- 1) Training positively and significantly effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.
- 2) Competence positively and significantly effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.
- 3) Work discipline positively and significantly effect on the employee performance of PT PLN (Persero) UP3 Sukoharjo.
- 4) The test results for the Coefficient of Determination (R^2), obtained an *Adjusted R Square* value of 0,773. This means that the variation of the dependent variable, namely the employee performance at PT PLN (Persero) UP3 Sukoharjo can be explained by the training, competence and work discipline variable of 77,3%. While the remaining 22,7% is explained by other variables not proposed in this study such as motivation, compensation, job satisfaction, organizational culture, work environment and other variables.

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