

## The Influence of Training and Work Discipline on the Performance of Human Capital Division Employees at PT XYZ

Bintang A. Sentani Lubis<sup>1\*</sup>, Mochamad Vrans Romi<sup>2</sup>

<sup>1,2</sup> Universitas Jenderal Achmad Yani, Cimahi, Indonesia

Email: [bintang\\_a\\_22p204@mn.unjani.ac.id](mailto:bintang_a_22p204@mn.unjani.ac.id), [vransromi@gmail.com](mailto:vransromi@gmail.com)

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### **Keywords:**

*Training, Work Discipline, and Employee Performance*

### **Abstract**

*PT XYZ is a company engaged in the pharmaceutical and health product distribution business. Internal company data shows gaps in training programs and suboptimal employee attendance rates. These conditions indicate the need to evaluate the effectiveness of training and the implementation of work discipline as efforts to improve employee performance. This study aims to determine the effect of training and work discipline on employee performance at PT XYZ. The research method used is a quantitative approach with data collection techniques through interviews and questionnaires. Data analysis was performed using quantitative descriptive and quantitative associative methods with multiple linear regression analysis techniques through data processing using SPSS version 27. There were 41 respondents in this study, consisting of employees from the human capital division at PT XYZ. The results of the study show that: (1) training does not affect the performance of employees in the human capital division at PT XYZ, (2) work discipline has a positive effect on the performance of employees in the human capital division at PT XYZ, and (3) training and work discipline simultaneously affect the performance of employees in the human capital division at PT XYZ. Based on these research results, it can be concluded that the company needs to consistently improve the implementation of work discipline and evaluate training programs to provide tangible contributions to the company's performance.*

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## INTRODUCTION

The Indonesian pharmaceutical industry currently faces significant challenges in human resource management, particularly related to improving employee competency, training effectiveness, and work discipline. As a highly regulated sector that plays a direct role in maintaining public health, pharmaceutical companies are required to ensure all employees have high skills and adhere to operational standards and regulations. Although approximately 85% of pharmaceutical companies regularly conduct training, only 78% report improved performance, productivity, and compliance with SOPs (GP Farmasi Indonesia, 2022). West Java, the province with the largest contribution to the national pharmaceutical industry, is home to more than 40 pharmaceutical companies, including PT XYZ, Kimia Farma, and Indofarma, with Bandung being the main hub. A survey by the West Java Manpower Office (2022) showed that only 68% of companies regularly conduct training, while the performance and work discipline of pharmaceutical employees in Bandung still vary (Disperindag, 2025).

PT XYZ, one of the largest state-owned vaccine producers in Indonesia and Southeast Asia, produces over 3 billion vaccine doses annually and exports to over 150 countries, employing approximately 1,500 people. Its Human Capital Division is responsible for managing, developing, and evaluating all human resources. However, internal reports indicate competency gaps, particularly in digital transformation and new product development, making upskilling and reskilling a priority. In terms of work discipline, despite the company implementing a quality management system and a work culture based on compliance with national and international regulations, the absenteeism rate is recorded at 3.1%, and several cases of indiscipline require special handling. The performance achievement of employees in the special category has only been in the range of 22–44% in the past three years, far from the company's target of 75% (Anggara, 2020).

PT XYZ's financial performance data for the 2023–2024 period shows a 19.68% decline in sales, from IDR 4,790.34 billion to IDR 3,847.39 billion. Net profit remained negative, albeit declining nominally, indicating operational challenges. In the context of HR management, employee performance is a crucial factor influencing sales target achievement, product quality, and business process efficiency. Previous research confirms that human resource quality, as reflected in employee competence, work discipline, and performance, contributes significantly to a company's financial performance (Delaney & Huselid, 1996).

Employee performance assessments in state-owned enterprises (SOEs), including PT XYZ, employ a comprehensive mixed-method approach. Performance measurement is conducted through a self-appraisal mechanism to allow employees to objectively reflect on their achievements and challenges, providing the company with comprehensive information about individual perceptions of performance targets (Mughtar et al., 2025). Analyzing actual performance achievements is crucial for understanding the dynamics of employee performance over time.

The Human Capital division's performance data for the 2023–2024 period shows a decrease in the average KPI from 93.04 to 91.95 and the AKHLAK value from 90.35 to 88.21. The decrease in KPI indicates that several individual targets were not achieved and errors occurred in the work, while the decrease in AKHLAK reflects the weakening implementation of the company's cultural values, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. With a KPI weighting of 70% and AKHLAK of 30%, the final performance value decreased from 92.23 to 90.83, still in the 'Good' category (On Target) but not yet reaching the 'Very Good' category (95–100). Observations and interviews with the Human Capital division's performance staff, Mr. Fathan, on December 5, 2025, revealed errors in documents, delays in file uploads, and miscommunication between employees and departments. In line with Kurniati & Lestari (2021), evaluating the difference between actual achievements and performance targets remains an important indicator in improving performance.

This is highlighted by research from the IMD World Talent Ranking, which ranked Indonesia's human resource competitiveness 46th out of 67 countries in 2024. As shown in the figure below:



**Figure 1. Development of Human Resource Quality in Indonesia from 2019 to 2024.**

Source: IMD World Talent Ranking

Data shows that the quality of Indonesia's human resources (HR) has declined significantly during the COVID-19 pandemic. Indonesia's ranking in the HR indicator dropped from 45th in 2020 to 51st in 2022, then slowly recovered to 46th in 2024, but has not yet returned to its 2020 peak. This phenomenon indicates a clear degradation of competency, related to the low readiness of the workforce for digital transformation, the lack of effective training programs, and the skills gap between workers and the needs of modern industry (Rikala et al., 2024). This situation underscores the urgency for companies to invest resources in continuous employee training and development, as the formal education system is unable to meet industry needs. Therefore, organizations need to proactively engage in upskilling and reskilling (Winarni et al., 2024). Furthermore improving employee work quality will result in an organizational commitment from employees in the organization, where an organization expects to get competent and highly committed employees (Vrans et al., 2021).

Employee training is a strategic step in maintaining and improving the quality of human resources. Through training, employees can acquire better attitudes, behaviors, knowledge, and skills, enabling them to work more quickly and accurately, understand standard operating procedures (SOPs), and experience greater self-confidence (Farizi et al., 2025; Prabowo, 2019). PT XYZ, specifically its Human Capital division, has conducted various training programs covering strategic competencies, ranging from risk management, digital transformation, and innovation to developing core HR competencies such as Basic Human Resources Professional and Human Capital Competency Certification. According to an interview with Ms. Nindita, each training program is designed based on employee competency mapping, utilizing a competency-based Training Needs Analysis (TNA) approach, ensuring targeted training and optimal impact on individual and divisional performance.

The number of training participants in the Human Capital division of PT XYZ reached 41 employees spread across six work units, with varying levels of attendance due to internal and external constraints. Some employees were unable to fully participate in the training due to urgent assignments, important meetings, official leave, or training conducted off-site, such as the Accelerating Digital Change program at Novotel Hotel Bandung and the Human Capital Competency Certification program at LSP HCMI, West Jakarta. This aligns with Sari & Murdani's (2025) statement that off-site training carries a higher risk of absenteeism if task transfer mechanisms are inadequate, thus reducing training effectiveness and impacting employee performance (Sorayya et al., 2025).

In addition to training, work discipline also plays a crucial role in employee performance. High discipline enables optimal performance, while low discipline hinders company productivity (Hasibuan, 2009). PT XYZ employee attendance data from October 2024 to October 2025

recorded 88 unexcused absences, 52 excused absences, and 117 late arrivals, demonstrating the company's challenges in maintaining consistent attendance. Internal factors, such as dress code violations, also reflect low employee discipline (Alkaf, 2024), while external factors, such as distance from home, traffic congestion, and limited parking facilities, also influence time discipline (Maryama et al., 2024). A decrease in individual commitment and responsibility to company regulations can directly impact operational effectiveness and employee performance (Hasibuan, 2009; Rivai & Sagala, 2020).

Previous research has shown that training and work discipline have a positive and significant impact on employee performance. The more frequently employees participate in training and the more consistently discipline is applied, the higher their performance tends to be (Surbakti, 2022). Based on this phenomenon, this study is interested in examining "The Effect of Training and Work Discipline on the Performance of Human Capital Division Employees at PT XYZ," focusing on the effectiveness of training programs and the implementation of work discipline in improving employee performance.

This study aims to obtain data and information related to training and work discipline and their impact on the performance of Human Capital Division employees at PT XYZ. The objectives of this study are as follows: (1) To determine respondents' responses to training for Human Capital Division employees at PT XYZ. (2) To determine respondents' responses to work discipline for Human Capital Division employees at PT XYZ. (3) To determine the performance of Human Capital Division employees at PT XYZ. (4) To determine the effect of training and work discipline on the performance of Human Capital Division employees at PT XYZ, both partially and simultaneously.

The research hypotheses formulated in this study are:

H1: Training has a positive effect on employee performance in the Human Capital division at PT XYZ.

H2: Work discipline has a positive effect on employee performance in the Human Capital division at PT XYZ.

H3: Training and work discipline have an impact on employee performance in the Human Capital division at PT XYZ.

## METHODS

This research was conducted at PT XYZ, located at Jl. Pasteur No. 28, Bandung, West Java, from October 2025 to January 2026. The research included literature review, research proposal development, seminars, data collection, data processing and analysis, report preparation, and final project hearing. The research subjects were employees of PT XYZ's Human Capital Division, focusing on the variables Training (X1), Work Discipline (X2), and Employee Performance (Y). PT XYZ has a long history dating back to 1890 as a vaccine development institution, which later evolved into a strategic public health institution.

The research method used was quantitative. The research philosophy adopted was positivism, as this study applied a theory elaboration approach, which is typically deductive and employs quantitative research methods (Romi et al., 2022). This approach examines specific populations or samples through data collection using instruments, statistical analysis, and aims to test hypotheses. Data were collected through literature research to obtain secondary data, as well as field research including interviews, questionnaires, and documentation. Interviews were conducted with Mr. Yusup, Ms. Nindita, and Mr. Fathan. A questionnaire was used to measure

the variables of Training, Work Discipline, and Employee Performance, while documentation included employee attendance and training materials.

The study population consisted of all 41 permanent and contract employees of the Human Capital Division who had worked for at least one year and had participated in training programs. Work discipline and performance assessments were conducted using a self-appraisal method, as stated by Dessler (2020), which allows employees to assess their own achievements and contributions. Data obtained from the questionnaire were analyzed using a semantic differential scale to generate interval data (Sugiyono, 2019:97).

The validity of the research instrument was tested using a product-moment  $r$  test (Sugiyono, 2019:134), and reliability was assessed using Cronbach's Alpha with a value of  $>0.60$  (Ghozali, 2016). Data processing was carried out through editing, coding, tabulating, and verification (Agung & Yuesti, 2019:70). Next, questionnaire scores were classified into intervals for each variable, facilitating quantitative descriptive analysis to address questions 1, 2, and 3.

To analyze the relationships between variables, or question 4, a multiple linear regression analysis method was used (Sugiyono, 2019:258; Duli, 2019:171) with classical OLS assumption tests in the form of a normality test (Ghozali, 2016:161), a multicollinearity test (Sekaran & Bougie, 2016:316), and a heteroscedasticity test (Ghozali, 2016:138). The coefficient of determination ( $R^2$ ) was used to assess the extent to which the independent variables explain the dependent variable (Sugiama, 2014:237; Lind et al., 2014).

Data analysis was conducted descriptively to describe the condition of the variables quantitatively (Sugiyono, 2019:64) and associative to assess the influence of independent variables on the dependent. Hypothesis testing was conducted partially using the  $t$  test to determine the individual influence of the Training and Work Discipline variables on Employee Performance, and simultaneously using the  $F$  test to determine the combined influence of independent variables on the dependent variable (Sugiyono, 2019:248, 257). Conclusions were drawn based on a comparison of  $t$  count with  $t$  table and  $F$  count with  $F$  table, where  $t$  count or  $F$  count greater than the table indicates a positive and significant influence.

## RESULTS AND DISCUSSION

### Validity Test

Table 1. Training Variables (X1)

ITEM	R Count	R Table	Description
X1.1	0,721	0,308	VALID
X1.2	0,609	0,308	VALID
X1.3	0,698	0,308	VALID
X1.4	0,668	0,308	VALID
X1.5	0,645	0,308	VALID
X1.6	0,638	0,308	VALID
X1.7	0,713	0,308	VALID
X1.8	0,494	0,308	VALID
X1.9	0,682	0,308	VALID
X1.10	0,743	0,308	VALID
X1.11	0,600	0,308	VALID
X1.12	0,679	0,308	VALID
X1.13	0,617	0,308	VALID
X1.14	0,789	0,308	VALID

**Tabel 2. Work Discipline Variable (X2)**

ITEM	R Count	R Table	Description
X2.1	0,701	0,308	VALID
X2.2	0,636	0,308	VALID
X2.3	0,621	0,308	VALID
X2.4	0,589	0,308	VALID
X2.5	0,709	0,308	VALID
X2.6	0,665	0,308	VALID
X2.7	0,780	0,308	VALID
X2.8	0,782	0,308	VALID

**Tabel 3. Employee Performance Variables (Y)**

ITEM	R Count	R Table	Description
Y1	0,412	0,308	VALID
Y2	0,637	0,308	VALID
Y3	0,727	0,308	VALID
Y4	0,587	0,308	VALID
Y5	0,677	0,308	VALID
Y6	0,579	0,308	VALID
Y7	0,506	0,308	VALID
Y8	0,679	0,308	VALID
Y9	0,528	0,308	VALID
Y10	0,600	0,308	VALID

### Reliability Test

**Table 4. Reliability Test**

Item	Cronbach's Alpha	Description
Training	0,900	Reliable
Work Discipline	0,834	Reliable
Employee Performance	0,791	Reliable

### Respondents' Responses to Human Capital Division Training at PT XYZ

Based on the results of validity and reliability tests conducted on 41 respondents, all items regarding training were declared valid and reliable, allowing the data to be processed to analyze training variables in the Human Capital division at PT XYZ. Analysis of the training objectives sub-variable showed that clarity of training objectives received an average score of 4.07, goal attainment an average of 3.65, and relevance of objectives to job requirements a score of 3.90. Overall, the total average of 3.87 falls within the effective category, indicating that the training objectives at PT XYZ were clear, achievable, and relevant to the participants' jobs.

The training materials sub-variable showed that the suitability of the materials to the training objectives and the completeness of the materials each received an average score of 3.85, while participants' understanding of the materials received a score of 3.95. The total average of 3.88 falls into the appropriate category, indicating that the training materials provided met participants' needs, were sufficiently comprehensive, and were easy to understand.

For the training method sub-variable, respondents rated the attractiveness of the training method at an average of 3.58, the opportunity for hands-on practice at 3.92, and the effectiveness

of the method at 3.60. The total average of 3.7 qualifies as effective, indicating that the training method applied was sufficiently engaging, provided practical opportunities, and supported effective learning.

For the participant qualification sub-variable, participant participation according to training criteria averaged 3.78, and participant activeness during training was 3.70. The total average of 3.74 falls into the appropriate category, indicating that participants were selected according to needs and actively participated in all training activities.

The trainer qualification sub-variable assessed the trainer's expertise in the material, ability to use the appropriate approach, and ability to deliver the material, each with an average of 3.82. This indicates that the training instructors possessed adequate competence, were able to deliver the material clearly, and used appropriate methods.

Overall, the total average calculation for all training sub-variables yielded a score of 3.80, which falls within the effective category. This illustrates that the training program organized by PT XYZ in the Human Capital division has been well-designed and implemented, is effective, and aligns with organizational needs, thus potentially improving employee competency and performance optimally.

### **Respondent Responses to Work Discipline in the Human Capital Division at PT XYZ**

Based on the results of validity and reliability tests conducted on 41 respondents, all items regarding work discipline were declared valid and reliable, allowing the data to be processed to analyze the work discipline variable among employees in the Human Capital division at PT XYZ. Analysis of the sub-variable of adherence to time regulations showed that punctual attendance according to work hours averaged 4.02, adherence to starting and ending work according to schedule 3.97, and adherence to rest periods 3.68. With a total average of 3.89, this sub-variable falls within the compliance criteria, indicating that employees comply with work and rest time management.

For the sub-variable of adherence to basic regulations, respondents responded to adherence to internal rules and regulations on average 3.92, while adherence to company norms and ethics averaged 3.85. The total average score of 3.88 falls within the compliance criteria, indicating that employees adhere to internal regulations and uphold company norms and ethics.

The sub-variable of compliance with work-related rules of conduct showed that work ethics in carrying out tasks averaged 3.95, and cooperation with coworkers and superiors averaged 3.92. The total average score of 3.93 falls within the compliance criteria, reflecting that employees carry out their work with good ethics and maintain harmonious working relationships.

Meanwhile, in the sub-variable of compliance with other regulations, responses regarding compliance with uniforms and maintenance of work facilities averaged 3.92, falling within the compliance criteria. This indicates that employees pay attention to additional regulations that support an orderly work environment.

Overall, the total average score for all work discipline sub-variables was 3.90, which falls within the high criteria. This indicates that employees in the Human Capital division of PT XYZ have a very high level of awareness and compliance with all applicable rules, ethical behavior, and operational regulations within the company.

### **Respondents' Responses to the Performance of Human Capital Division Employees at PT XYZ**

Based on the results of validity and reliability tests conducted on 41 respondents, all items regarding the performance of employees in the Human Capital Division at PT XYZ were declared valid and reliable, allowing for data processing. Analysis of the work quality sub-variable showed that work conformity to company standards averaged 4.14, accuracy in work performance averaged 3.92, and skill in task execution averaged 4.00. The total average of 4.02 met the quality criteria, indicating employees were capable of producing precise work, possessed adequate technical skills, and adhered to company quality standards.

The work quantity sub-variable showed that the average work output was 4.00 and the average task completion speed was 3.87, for a total average of 3.93, which met the achieved criteria. This indicates that employees were able to meet output targets and complete work at an adequate pace.

The task execution sub-variable showed an average accuracy of 3.95 and an ability to complete tasks without delay of 3.90, with a total average of 3.92, considered good. These results indicate that employees carry out tasks on time and with discipline.

For the responsibility sub-variable, the average commitment to tasks was 3.80, initiative in solving problems was 3.90, and consistency in fulfilling responsibilities was 3.95. The total average of 3.88 falls within the responsibility criteria, indicating that employees demonstrate commitment, are proactive in solving problems, and consistently fulfill their responsibilities.

Overall, the total average score for all Human Capital division employee performance sub-variables was 3.93, considered good. This indicates that employees are able to optimally carry out their duties and responsibilities, including quality work, quantity of work achieved, effective task execution, and responsible accountability. This achievement demonstrates that Human Capital division employees perform effectively and professionally, supporting the company's human resource management in line with PT XYZ's vision as a globally competitive national pharmaceutical company.

### The Effect of Training and Work Discipline on Human Capital Division Employee Performance at PT XYZ

To address the fourth identified problem, regarding the effect of training and work discipline on the performance of PT XYZ's Human Capital division employees, multiple regression analysis was used. This is because the multiple regression model aims to demonstrate a valid relationship equation or Best Unbiased Estimator (BLUE) and must meet the classical Ordinary Least Squares (OLS) assumptions, namely the normality test, multicollinearity test, and heteroscedasticity test.

#### Normality Test

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		41
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.96913491
Most Extreme Differences	Absolute	.101
	Positive	.101
	Negative	-.081
Test Statistic		.101

Asymp. Sig. (2-tailed) <sup>c</sup>	.200 <sup>d</sup>
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Based on the results of the normality test for the training and work discipline variables on employee performance, the significance value (sig.) was  $0.200 > 0.05$ , indicating that the data in this study were normally distributed and could proceed to the multiple regression analysis stage.

### Multicollinearity Test

**Table 6. Multicollinearity Test**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18.941	5.523		3.430	.001		
	Training	.060	.113	.096	.531	.598	.589	1.698
	Work Discipline	.554	.219	.457	2.536	.015	.589	1.698
a. Dependent Variable: Employee Performance								

The multicollinearity test results for training and work discipline data on employee performance showed a tolerance value of  $0.589 > 0.10$  and a variance inflation factor (VIF) of  $1.698 < 10$ , indicating no multicollinearity. This indicates no correlation between the independent variables in the multiple regression model.

### Heteroscedasticity Test

**Table 7. Heteroscedasticity Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.495	3.535		-.140	.889
	Training	-.055	.078	-.149	-.710	.482
	Work Discipline	.215	.141	.321	1.530	.134
a. Dependent Variable: RES2						

Based on the results of the heteroscedasticity test, the training and work discipline data on employee performance showed a significance value (Sig.) greater than 0.05, with a significance value of 0.482 for the training variable. The work discipline variable also had a significance value of 0.134. This indicates that there are no heteroscedasticity symptoms, meaning there are no differences in variance and residuals from one observation to another.

### Hypothesis Test

#### Partial Test (T-Test)

**Table 8. Partial Test**

T Table = 1,685

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.941	5.523		3.430	.001
	Training	.060	.113	.096	.531	.598
	Work Discipline	.554	.219	.457	2.536	.015

a. Dependent Variable: Employee Performance

Variable	tcount	ttable	Sig.	Prob.	Description
X1	0,531	1,685	0,598	0,05	No Effect
X2	2,536	1,685	0,015	0,05	Effect

### The Effect of Training on Employee Performance

The calculated t-value for the effect of training on employee performance was 0.531 < 1.685 (t-table) with a significance value of 0.598 > 0.05, indicating that H<sub>0</sub> was accepted and H<sub>a</sub> was rejected. Therefore, training did not affect employee performance in the Human Capital division of PT XYZ. Research conducted by Nurasih & Anhar (2023) revealed that training did not significantly impact employee performance. This was due to limited implementation of training outcomes in the workplace, lack of post-training follow-up, and suboptimal support systems and work facilities.

### The Effect of Work Discipline on Employee Performance

The calculated t-value for the effect of work discipline on employee performance was 2.536 > 1.685 (t-table) with a significance value of 0.015 < 0.05, indicating that H<sub>a</sub> was accepted and H<sub>0</sub> was rejected. Therefore, work discipline had a positive and significant effect on employee performance in the Human Capital division of PT XYZ.

### Simultaneous Test (F Test)

The simultaneous test (F Test) is used to determine whether there is a simultaneous influence between the independent variables (X1) and the dependent variable (X2) on the dependent variable (Y). The simultaneous test using SPSS 27.0 yielded a calculated f value of 7.165.

**Table 9. Simultaneous Test**

**F Table = 3,24**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.241	2	101.621	7.165	.002 <sup>b</sup>
	Residual	538.954	38	14.183		
	Total	742.195	40			

a. Dependent Variable: Employee Performance  
b. Predictors: (Constant), Work Discipline, Training

Variable	Fcount	Ftable	Sig.	Prob.	Description
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Training and Work Discipline on Employee Performance	7,165	3,24	0,002	0,05	Influential
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The statistical calculation of the F test yields an f-value of  $7.165 > 3.24$  and a significance value of  $0.002 < 0.05$ . It can be concluded that  $H_a$  is accepted and  $H_0$  is rejected, indicating that training and work discipline have an effect on employees.

### Coefficient of Determination

**Table 10. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523 <sup>a</sup>	.274	.236	3.76603
a. Predictors: (Constant), Work Discipline, Training				

From the results of SPSS 27 data processing in the Model Summary table, the large joint influence of training and work discipline on employee performance is shown by the coefficient of determination ( $R^2$ ), which is 0.274. This means that the training and work discipline variables can explain employee performance variables by 27.4%, included in the criteria for significant influence and the remaining 72.6% is explained by other variables that the researcher did not examine.

### CONCLUSION

Based on the research results and discussion regarding training and work discipline on employee performance, it can be concluded that respondents' responses to training for employees in the Human Capital division of PT XYZ fall within the effective criteria. This is evident from all sub-variables measured, namely training objectives, training materials, training methods, participant qualifications, and trainer qualifications. Overall, this indicates that the training provided was well-designed and aligned with employee needs.

Furthermore, respondents' responses to work discipline for employees in the Human Capital division of PT XYZ fell within the high criteria. Sub-variables supporting this finding include adherence to time regulations, basic regulations, work-related rules of conduct, and other regulations. This indicates that employees have a high level of awareness, compliance, and ethics in adhering to all applicable company rules and regulations.

The overall performance of employees in the Human Capital division of PT XYZ falls within the good criteria. This is demonstrated by the sub-variables of work quality, work quantity, task execution, and job responsibility, which demonstrate that employees are able to consistently carry out their tasks with precision, punctuality, efficiency, and responsibility.

From the analysis of the influence of training and work discipline on employee performance, it was found that partially training did not have a significant effect on the performance of employees in the Human Capital division. Conversely, work discipline partially had a positive effect on employee performance, indicating that compliance with rules and work ethics contributed significantly to improving performance. Simultaneously, training and work discipline together had

a positive effect on employee performance, indicating that the combination of these two factors was able to improve overall employee performance.

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