
Increasing the Role of Work Discipline and Training on Employee Performance: A Case Study

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Abstract

Management is the science and art of regulating the process of utilizing human resources and other sources effectively and efficiently to achieve a specific goal. PD CBJ must review the increasing role of Work Discipline and Training to achieve employee performance. This study was conducted empirically and is one of the company's essential internal components to improve its general performance by facing the challenges of industrial revolution 4.0. This study applies quantitative research methods. The data collection utilizes the form of using a survey method with a questionnaire device. This study's target population was 64 (sixty-four) employees at PD CBJ as same as obtaining the saturated sample. The verification analysis takes the inferential statistics to prove the hypothesis using the multiple regression analysis techniques. This yield gives empirical evidence to show that Work Discipline plays a role in improving Employee Performance at PD CBJ. In contrast, Training does not play a role in enhancing Employee Performance at PD CBJ. As a result, Work Discipline and Training have a high position in increasing Employee Performance at PD CBJ, with a 71.3 percent determination score.

Keywords: Role of Work Discipline, Training, and Employee Performance.

1. Introduction

A company is a system in which some components have different roles and functions. These components often interact per their respective relationships in the running process of a company. Management is the science and art of regulating the process of utilizing human resources and other sources effectively and efficiently to achieve an essential goal (Hasibuan, 2017, p. 9). To produce optimally, a company needs a system that can work in synergy and dynamically. This system involves human resources, which are appropriate or appropriate in doing or generate something without wasting time, effort, and cost. In organizational life, human resources are believed to have a greater role because human resources are a determining factor in carrying out daily activities to achieve the desired company goals. For this reason, it is necessary to have human resource management that pays attention to planning, strategic organization, law, and public relations, good supervision, and control so that the function and management system can run well (Masram & Muah, 2015, p. 8).

Human resource management discusses the great potential of the human workforce, which is the driving force of factors supporting management activities that must be utilized as best as possible through synergy with the environment (Abdullah, 2017). In the business world in the industrial era, 4.0 as now changes need to be made in all sectors to keep up with all advances, especially in the field of modern technology, because from the role of technology all information can be easily obtained and accessed by every individual in the global industrial market competition thus enabling various changes to the competition as a result of the opening of all access to this information. For the answer to this phenomenon, needs to be something that is associated between changes in the mindset of human resources with changes in technology or

digital modernization to stay on the map of competition (Yusuf, 2019). Hereinafter, to facing competitors, especially domestic competitors, need to mobilize the competence of all human resources to develop and innovate, such as design use cloud computing to manage document and file access and also has its self advantages (Husain & Budiyantra, 2020).

Researchers from the Center for Indonesian Policy Studies (CIPS) said that a study was needed to improve Indonesia's human resources in facing the Industrial 4.0 era. Mastery of technology, digitization, and foreign languages are things that workers must pay attention to and do to increase the capacity of Indonesian workers (Redaksi WE Online/Ant, 2018). Employee capacity building can take many ways, including recruitment, selection, and employee discipline programs. Good discipline reflects a person's sense of responsibility for the tasks assigned to him (Hasibuan, 2017, p. 194). Organization can encourage passion, morale and supports the achievement of goals in an organization. Human resources must also be Training because human resources are a great asset and the principal capital. Therefore, every leader always strives for his subordinates to have good discipline and provide an example; this is difficult because many factors influence it (UNECE, 2013).

Work discipline is a manner of respect and obedience to the applicable regulations, both written and unwritten, and carrying out the duties and authorities given to them (Sinambela, 2016, p. 356). Discipline is a management action to encourage employees to comply with the demands of these various provisions; in other words, an employee discipline is a form of Training that seeks to improve and shape knowledge of employees' attitudes and behaviors so that employees voluntarily cooperate with other employees to improve work performance (Irwanto & Melinda, 2015). Work discipline is a great benefit for the organization's concern and the employees; for the organization, work discipline will ensure order and smoothness of duties to obtain optimal results. As for employees, a pleasant atmosphere achieved to increase morale in carrying out their work.

One of the retail companies facing quite tough competition in its sales is the garment industry category since entering the 21st century. The Jakarta Consulting Group reports that 80 percent of large companies in Indonesia are family businesses, even 90 percent of large companies in the realm are family businesses. The business where the company runs the company is the family and its members (Hwati & Setiawan, 2013). With the explanation above, garment retail companies dominated by the home-business concepts encounter complex problems that require human resource management to increase their productivity, mainly work discipline and training factor. PD Citra Busana Jabodetabek (the next call this with the acronym 'PD CBJ), who deals with competition and challenges in globalization and industry 4.0 in a Megapolitan city that operates in selling export branded clothes, supported by disciplined experts who can produce the best quality Since 2011, PD CBJ, head office in Tanah Abang Blok E Auri Lt.2 No.1 Tanah Abang, Central Jakarta, has opened its first retail factory outlet in Mall Tangerang City. This company is formed by using all kinds of provisions from a kind of careful, orderly, disciplined, and coordinating preparations that form the basis of its development. Based on data and results of observations on the attendance of PD CBJ employees in 2017 to 2019, there are still many employees less disciplined in complying with regulations regarding work absences, or in other words, do not attend when they are unable to attend. In 2017, it was 22 percent each month; in 2018, it was 21 percent each month, and in 2019, it was 18 percent each month. This data describes that the company encounters quite high indiscipline every year; this is clearly detrimental to the company, which has not complied with the established regulations. The company basically has provided clear and applicable rules of conduct to comply with the applicable regulations to create good employee awareness. Discipline is a system containing regulatory policies, procedures that regulate behavior both individually and in groups in an

organizational system. In several case studies, good factors related to this workforce alone and those associated with the corporate or organizational environment have existence decrease performance (Sudaryana, 2020).

Based on data and observations, PD CBJ employees in selling products still lack have the knowledge, expertise, and skills of employees. This condition is very influential on the company's income. Low participation employees followed in periodic Training from 2017 to 2019, whose attendance was only around the highest in 2018 of 38 percent and the lowest was only 19 percent in 2017 to 2019. This data provides sufficient evidence that PD CBJ still has to pay attention to the problem and support the Performance of its employees Training for employees is a process of teaching specific knowledge, and skills, and attitudes to be more skilled and able to carry out their responsibilities better, following work standards (Hamali, 2016, p. 26). Thus, Training provides specific knowledge and abilities for the benefits of completing tasks given by the company—currently, employee performance at PD CBJ is still not optimal, meaning that there are still obstacles to be faced. The biggest impediment to employee performance lies in the individual and the employees' ability. The recapitulation of HRD data illustrates that the low-performance achievements in 2019, with each assessment component only 64 percent based on work quality, 75 percent based on work quantity, 67 percent based on implementation, and 61 percent based on employee responsibility, and the overall average performance score employees are only 67 percent.. Description of data and observations on PD CBJ above is essential to review the increasing role of work discipline and Training to achieve employee performance. This study was conducted empirically and is one of the company's critical internal components to improve the company's general Performance is facing the challenges of industrial revolution 4.0.

2. Literature Review

2.1 Human resource management

Human resources are the integrated abilities of the intellectual power and physical power of the individual. Each of the perpetrators and their nature is taking out by the offspring and their environment, while their work performance is motivated by the desire to fulfill their satisfaction (Hasibuan, 2017, p. 244). Human resource management is a strategic area of the organization. Human resource management should be looking extension of the traditional view of managing community effectively, which is needed (Sutrisno, 2019, p. 5). Human resource management is an activity carried out by using humans to support the organization's goals itself. The objectives of human resource management include (1) Achievement of community goals; it produces a "product" or "service" for certain groups in society; in the true sense, the organization engages whatever field. (2) Achievement of organizational goals; Good human resource management aims to increase the contribution that employees can make in the organization towards achieving organizational goals. (3) Achievement of functional objectives; in human resource management, the fundamental steps and procedures taken by the work unit that manages human resources in the organization to provide their maximum contribution. (4) The achievement of personal goals; the willingness of all members of the organization as individuals to bring their personal goals and interests to broader goals and activities, namely the common interest and the interests of the organization as a whole, even the interests of the wider community (Siagian, 2016, p. 26).

2.2 Work Discipline

Work discipline is an attitude of respecting, appreciating, obeying, and obeying the applicable rules, both written and unwritten, and carrying them out and not avoiding receiving sanctions if he violates the duties and authorities given to him (Sinambela, 2016, p. 356). Discipline is a force that develops in employees' bodies and causes employees to adjust voluntarily to

decisions, regulations, and high values of work and behavior (Sutrisno, 2019, p. 87). Based on the experts' opinions above, it means concluded that discipline means a person's willingness and willingness to obey the company's rules effectively and efficiently to achieve its goal. The seven standard principles in managing employee discipline must consider definite procedures and policies, responsibility and supervision, communication of multiple regulations, responsibility for presenting evidence, consistent treatment, consideration of various situations, and reasonable rules and laws (Simamora, 2014, p. 346).

2.3 Training

Training is a process that attempts to provide an employee with information, expertise, and understanding of the organization and its goals. The Training aims to increase a person's skills, knowledge, experience, or change in attitude (Simamora, 2014, p. 274). The process of teaching new or existing employees the basic skills they need to carry out their jobs (Dessler, 2015, p. 284). So it means concluded that Training is an effort to improve the quality of human resources in business. Employees, both new and old, need to attend Training because of job demands that can change due to changes in the work environment, strategies, etc. Good Training or instructors should have the following requirements: (1) Teaching Skills; a trainer must have the skills to educate or teach, guide, provide guidance, and transfer knowledge to development participants. (2) Communication Skills; a trainer must have practical communication skills, both oral and written. (3) Personality Authority; a trainer must have authority over the development participants. (4) Social Skills; a trainer must have proficiency in the social field to ensure participants' trust and loyalty. (5) Technical Competent; a trainer must be technically capable, academic prowess, and agile in deciding. (6) Emotional stability; A trainer should not have negative prejudice against his students, must not be quick to anger, have a fatherly nature, are open, not vindictive, and provide objective values (Hasibuan, 2017, p. 74).

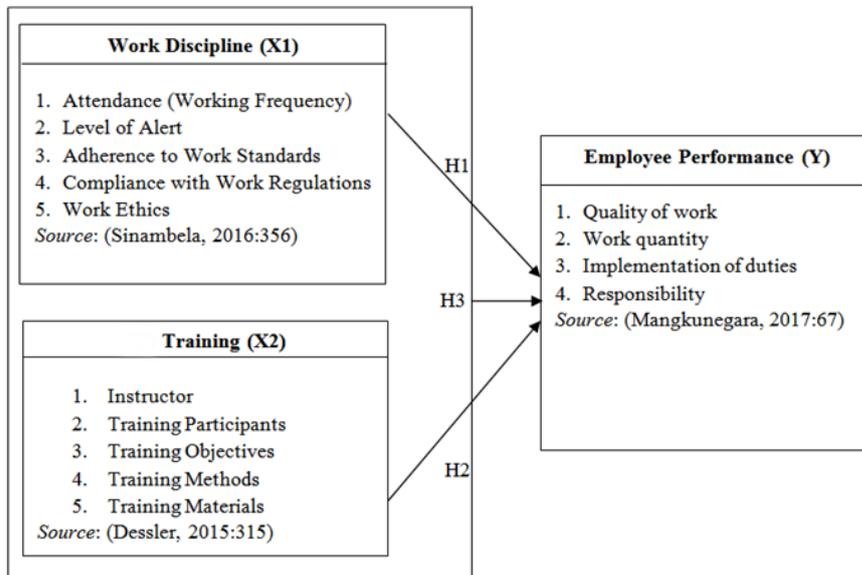
2.4 Employee Performance

Performance is the work result in quality and quantity achieved by an employee in carrying out his duties per the responsibilities assigned to him (Mangkunegara, 2017, p. 67). The factors are generally can influence Performance, i.e., individual factors consisting of abilities and expertise, background, psychological factors comprised of perceptions, personality and motivation, and organizational factors consisting of resources, leadership, rewards, and structure (p. 14). The aspects of the Performance include (1) Work results, the quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. (2) Discipline; awareness and willingness of a person to comply with all company regulations and social norms that use in the company. (3) Creativity; can be seen in the power to apply creatively in solving a problem. (4) Cooperation; the ability of employees to work as a team, without conflict and mutual respect. (5) proficiency; related to elements such as completing work according to strategy and finding ways to complete routine work more quickly (Mangkunegara, 2017, p. 18).

2.5 Hypothesis Development

The framework of thinking is a conceptual model of the theory related to identify the factors that have been essential problems (Sugiyono, 2017, p. 60). A schematic of the framework can describe a model of the work discipline variable (X1) and training variable (X2) to the performance variable (Y). According to William S. Davis, David C. Yen (1998), the formulation of the research model uses IPO (input-process-output) logic derived from a causal model to design an alternative hypothesis (Sani, Pusparini, Rizal, Khristiana, Zailani, & Husain, 2020). The research model design in this study as follows:

Figure 1. Research Model



Source: Develop this research, 2020

This model formulation hypothesis alternative in this research thru several statements, i.e.: Work discipline foster for the organization's survival is critical in achieving the goals set. The research results prove discipline in achieving employee performance in the Department of Animal Husbandry and Animal Health, Bengkulu Province (Irwanto & Melinda, 2015), Work motivation with research results proves its positive influence on performance PT Wom Finance, Tbk Jakarta (Sularmi, 2018), and also on Hospitality of Bhineka Bakti Husada Tangerang Selatan (Sartika, 2018). Discipline at PT Sucofindo Palembang Indonesia and at PT Bhakti Karya Distribution Indonesia, each of them, has contributed to the understanding of its employees (Idris & Sari, 2019; Rialmi, 2020). The synthesis of the relationship between the variables under study formulates the following research hypothesis:

H₁: Work Discipline has a positive impact on employee performance at PD CBJ

Training is a series of individual activities in systematically increasing skills and knowledge to have a professional performance in their field. Training is a learning process that allows employees to carry out their current work according to standards. This research results proves its positive influence on performance Hospitality of Bhineka Bakti Husada Tangerang Selatan (Sartika, 2018). Training at PT Bank Negara Indonesia in BSD Tangerang and at PT Hamita Utama Karsa, each of them, has contributed to the Performance of its employees (Suryani & Zakiah, 2019; Sari, Fitriah, & Kusdina, 2020). The synthesis of the relationship between the variables under study formulates the following research hypothesis:

H₂: Training has a positive impact on employee performance at PD CBJ

The assumption is that there is a link between work discipline variables and Training variables together towards employee performance work motivation. Based on the research results, i.e., the employee Performance of Baitul Maal Wattamwil in Kebumen Regency (Wibawanto, 2014), employee performance of PT. Bank Negara Indonesia in BSD Tangerang (Suryani & Zakiah, 2019), it has been stated that both variables have a positive influence in employee performance. The synthesis of the relationship between the variables under study formulates the following research hypothesis:

H₃: Work Discipline and Training have a positive impact on employee performance at PD CBJ.

3. Research Methods

This study applies quantitative research methods with the level of explanation associative causal. It is a study that aims to analyze hypotheses and determine the effect or relationship between independent variables on the dependent variable (Aliya & Tobari, 2019). The data collection utilizes the form of using a survey method with a questionnaire device. The verification analysis takes the inferential statistics to prove the hypothesis that it requires a research sample in measuring variables (Santosa, 2019, p. 3)—Another word, the multiple regression analysis techniques used in this study. Hypothesis testing in this study using the determination coefficients, t-value, and F-value. This study's unit of analysis is PD CBJ for individuals or respondents for work discipline and training variables. In contrast, for employee performance variables, the respondents are employees who are active in the company.

3.1 Population and Sample

The target population in this study was 64 (sixty-four) employees at PD CBJ. Determination of the sample refers to the whole population of the research subject or the saturated sampling technique. After obtaining the saturated sample, the population record is using the excel application.

3.2 Operationalization of Variables

The independent variable is the variable measured or selected by the researcher to determine its relationship with an observed symptom. The independent variables studied included Work Discipline (X1) and Training (X2), while the dependent variable analyzed was the Employee Performance (Y) of PD CBJ. In detail, the operational variables in this study using the form of table variables, indicators, and statement numbers, as shown below:

Table 1. Operational Research Variables

Variables	Questionnaire Number	Indicators	Scale
Work Discipline (X1)	1,2 3,4 5,6 7,8 9,10	1. Attendance (Frequency of Attendance) 2. Level of Alert 3. Adherence to Work Standards 4. Compliance with Work Regulations 5. Work Ethics	<i>Likert</i>
Training (X2)	1,2 3,4 5,6 7,8 9,10	1. Instructor 2. Training Participants 3. Training Objectives 4. Training Methods 5. Training Materials	<i>Likert</i>
Employee Performance (Y)	1,2,3 4,5,6 7,8 9,10	1. Quality of Work 2. Work Quantity 3. Implementation of Duties 4. Responsibility	<i>Likert</i>

Source: Develop this research, 2020

Work Discipline, support variable indicators, are level employee discipline (Sinambela, 2016, p. 356), i.e., 5 (five) indicators. Training, support variable indicators are practical Training that the company provides to its employees (Dessler, 2015, p. 315), i.e., 5 (five) indicators. Employee Performance support indicators are work results in quality and quantity achieved by an employee in carrying out his duties (Mangkunegara, 2017, p. 67), i.e., 4 (four) indicators.

4. Result and Discussion

4.1 Instrument Testing

The validity test use test each item of the statement on the questionnaire is valid or not with the criteria if the value of r count $>$ r table. The instrument is declared valid or vice versa. The value of the r table in this study is 0.2461.

Table 2. Validity Test Results

Variables	Questionnaire Number	R Count	Yields
Work Discipline (X1)	1	0.6373	valid
	2	0.5604	valid
	3	0.4469	valid
	4	0.4192	valid
	5	0.6890	valid
	6	0.5336	valid
	7	0.5558	valid
	8	0.7222	valid
	9	0.6449	valid
	10	0.4598	valid
Training (X2)	1	0.7131	valid
	2	0.7192	valid
	3	0.5993	valid
	4	0.6468	valid
	5	0.3771	valid
	6	0.5338	valid
	7	0.5127	valid
	8	0.6406	valid
	9	0.3300	valid
	10	0.6443	valid
Employee Performance (Y)	1	0.6155	valid
	2	0.5886	valid
	3	0.4601	valid
	4	0.4722	valid
	5	0.7667	valid
	6	0.5059	valid
	7	0.7050	valid
	8	0.7395	valid
	9	0.2575	valid
	10	-0.1518	no valid

Source: Output from processing data, 2020

Based on data from table 2, it means that of the ten items of each of the variables of Work Discipline and Training is valid, Employee Performance (Y) and the useful items are questionnaire number '1-9'. In contrast, the questionnaire number '10' is invalid because r count $<$ r table (0.2461), tested again and generates accurate data.

Reliability testing uses to test a reliable or unreliable questionnaire; it is reliable or unreliable if the resulting Cronbach's Alpha value is more significant than 0.60, or vice versa.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha Score	Yields
Work Discipline (X1)	0.767	reliable
Training (X2)	0.770	reliable
Employee Performance (Y)	0.671	reliable

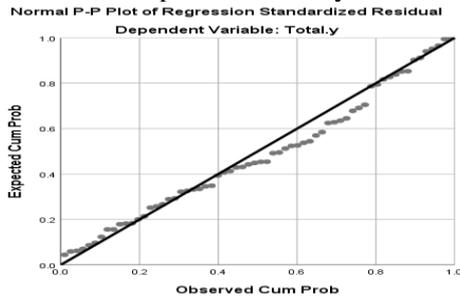
Source: Output from processing data, 2020

Based on data from table 3 shows that the variables of Work Discipline (X1), Training (X2), and Employee Performance (Y) are declared reliable; each variable produce having a Cronbach's Alpha value greater than 0.60.

4.2 Classical Assumption Testing

A good regression model is the distribution of standard data or close to normal or the normality test to ensure that the equation is usually distributed through the measurement tool approach to calculate the residual of the dependent variable (Y).

Figure 2. P-P Graph of Normality Tests



Source: Output from software, 2020

Based on data from figure 2, the regular probability plot graph shows a typical graphic pattern. From the point that spreads around the diagonal line, and the spread follows the diagonal line. Therefore, it means that the regression model fulfills the assumption of normality.

The regression model should not occur among independent variables. This means looking at the value of the Tolerance score, which must be greater than 0.1, and the Variance Inflation Factor (VIF) is less than 10.

Table 4. Multicollinearity Test Results

Independent Variables	Tolerance Score	Variance Inflation Factor Score	Yields
Work Discipline (X1)	0.405	2.469	No multicollinearity
Training (X2)	0.405	2.469	No multicollinearity

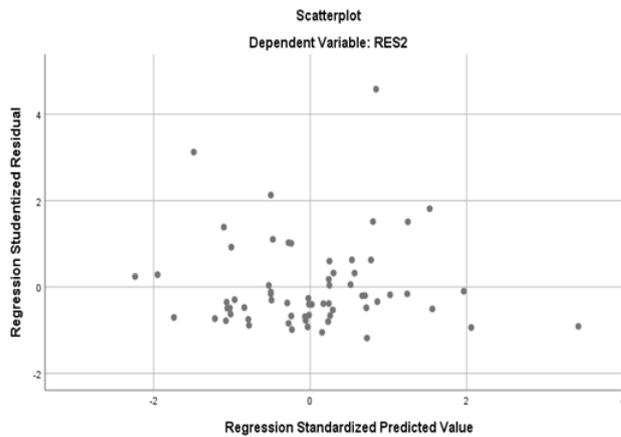
Source: Output from processing data, 2020

Data from table 4 shows that the independent variables of Work Discipline (X1) and Training (X2) are declared no multicollinearity. It means that each variable has a Tolerance score of more than 0.1 (0.405), and the VIF score is less than 10.

The regression model on this data should not have heteroscedasticity disturbances. Testing can be done by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and its residual value (SRESID) provided that if the points spread above and

below the number 0 on the Y-axis without forming a specific pattern, heteroscedasticity does not occur, or vice versa.

Figure 3. Scatter Diagrams



Source: Output from software, 2020

Based on data from figure 3, the points on the scatterplot graph do not have a clear distribution pattern or do not form specific ways, and the points spread above and below the number 0 on the Y-axis; thus indicates that there is no heteroscedasticity disturbance in the regression model so that the model this regression is feasible.

4.3 Quantitative Analysis

Verification analysis aims to determine the magnitude of the influence and to analyze the significance of that impact from Work Discipline (X1) and Training (X2) towards Employee Performance (Y).

Table 5. Determination Coefficient Test Results

Model	R Score	R-square Score	Std. Error
1	0.844	0.713	2.716

Source: Output from processing data, 2020

Data from table 5 shows that the correlation coefficient between Work Discipline and Training with Employee Performance of 0.844 means that the two variables have a strong relationship level because they approach the score of 1. The coefficient of determination score is 0.713; it means that Work Discipline and Training variables affect the Employee Performance variable by 71.3 percent, while other factors influence the remaining 28.7 percent.

Table 6. Partial Hypothesis Test Results

Model	Coefficients	T Value	Probability Score
Constant	2.102	0.936	0.353
Work Discipline	0.617	6.586	0.000
Training	0.136	1.538	0.129

Source: Output from processing data, 2020

Data from table 6 shows that the variable of Work Discipline has a T value score is 6.586 with a probability score of less than 0.05, i.e., 0.000 (H_1 Accepted). Training has a T value score of

1.538 with a probability score higher than 0.05, i.e., 0.129 (H_2 Rejected). This evidence that Work Discipline has an increasing role in Employee Performance at PD CBJ but Training has a decreasing role in Employee Performance at PD CBJ.

Table 7. Simultaneous Hypothesis Test Results

Model	dF Score	F Score	Probability Score
1	2 61	75.741	0.000

Source: Output from processing data, 2020

Data from table 7 shows that the variables of Work Discipline (X1) and Training (X2) have an F statistic score is 75.741 with a probability score is less than 0.05, i.e., 0.000 declared significantly, it means that accepted alternative hypothesis (H_3 Accepted).

4.4 Discussion

a. Increasing the role of Work Discipline towards Employee Performance at PD CBJ

The regression coefficients score of Work Discipline (Table 6) is 0.617, which means that one squad increasing this factor will contribute 61.7 percent of Employee Performance at PD CBJ and significant. This study indicates that the existence of work discipline support from employee PD CBJ increases overall Performance. These yields link to prior research of employee performance thru research which evidence has a positive and significant influence from Work Discipline factor (Irwanto & Melinda, 2015; Idris & Sari, 2019; Rialmi, 2020) and Work Motivation (Sularmi, 2018; Sartika, 2018). Discipline is a force that develops in employees' bodies and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior (Sutrisno, 2019, p. 87). The results will increase the role of overall employees at PD CBJ.

b. Increasing the role of Training towards Employee Performance at PD CBJ

The regression coefficients score of Training (Table 6) is 0.136, which means that one squad increasing this factor will contribute only 13.6 percent of Employee Performance at PD CBJ and insignificant. This study indicates that employee PD CBJ has not yet supported the function of Training to increase overall Performance. These yields contrast to a prior research of employee performance thru research in which evidence has a positive and significant influence from Training factor (Sartika, 2018; Suryani & Zakiah, 2019). The inadequate Training may be due to the central role of leadership in PT. CBJ who do not provide enough time and opportunity to train their workers. Of course, companies engaged in retail trade focus more on achieving sales targets and even firm profits. Job demands that can change due to changes in the work environment, strategies, and others should need to strengthen by technical competencies that are technically capable, have academic strength, and are agile in making decisions that a trainer must have (Dessler, 2015, p. 284). These findings are also confirmed by achieving targets for the quantity of work up to 75 percent or categorized as good.

c. The influence of Work Discipline and Training towards Employee Performance at PD CBJ

The F-statistics probability score of Work Discipline and Training (Table 7) is 0.000, which means less than 0.05 or significant simultaneously of Employee Performance at PD CBJ. These yields link to a prior study of employee performance thru research in which evidence has a significant probability from the Work Discipline and Training factor (Wibawanto, 2014; Suryani & Zakiah, 2019). The contribution from this yields a high level in roles of employee performance at PD CBJ with determination coefficients is 0.713.

5. Conclusion

Based on the output of analysis and discussion results, it means concluded that Work Discipline plays a role in improving Employee Performance at PD CBJ. In contrast, the Training does not play a role in enhancing Employee Performance at PD CBJ. As a result, Work Discipline and Training have a high position in improving Employee Performance at PD CBJ. This study's yield as material for evaluating companies to enhance technical competence. Although, currently, it is generally considered reasonable in the context of Performance. Training materials should also be tailored to the needs of employees so that they can support the assignment. The plan of the training time also makes it better so that employee training can run effectively and increase the role in improving work discipline and overall final Performance in PD CBJ.

The suggestion in the next plan can involve other factors that can improve PD CBJ employees' Performance, which had a previous contribution of 71.3 percent and the remaining 28.7 percent of its contribution that not identified, could add other factors such as compensation, career development, and other essential factors.

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