

THE INFLUENCE OF WORK TRAINING, TEAMWORK, WORK MOTIVATION, AND WORK DISCIPLINE ON WORK PERFORMANCE AT PT PLN (PERSERO) UP 3 MEDAN

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ABSTRAK

The objective of this study is to analyze the influence of training, teamwork, work motivation, and work discipline on job performance at PT. PLN (Persero) UP 3 Medan. This research is quantitative in nature. The population consists of all employees from PT. PLN (Persero) UP 3 Medan, totaling 50 employees. The sample size matches the population size, comprising 50 employees, selected using saturated sampling technique. The research findings indicate that H1 is accepted, indicating that training influences job performance at PT. PLN (Persero) UP 3 Medan. H2 is accepted, indicating that teamwork influences job performance at PT. PLN (Persero) UP 3 Medan. H3 is accepted, indicating that work motivation influences job performance at PT. PLN (Persero) UP 3 Medan. H4 is accepted, indicating that work discipline influences job performance at PT. PLN (Persero) UP 3 Medan. H5 is accepted, indicating that training, teamwork, work motivation, and work discipline collectively influence job performance at PT. PLN (Persero) UP 3 Medan.

Keywords: *Training, Teamwork, Work Motivation, Work Discipline, Job Performance*

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INTRODUCTION

The average expectation of a company's establishment is that it will grow and succeed in the future. This can happen if the company has good and high-quality human resources, allowing it to develop as it should.

Work performance is usually always the main focus of the monitoring conducted by the company. Work performance functions to increase the enthusiasm of each employee, making it easier to achieve common goals (Mutaqin & Naraga, 2022:651). Every superior always monitors each subordinate to provide suitable jobs for them, so the leader needs to know the work performance of their employees to treat them fairly in terms of promotions, salaries/wages, bonuses, and so on (Mutaqin & Naraga, 2022:651).

One factor influencing work performance is teamwork. In teamwork, there must always be an agreement between team members to achieve the same goals, so cooperation can run as desired without any conflicts (Jaenab et al., 2023:104). Another factor affecting work performance is work motivation. Motivation is the most determining factor for an employee in working. Internal motivation includes adequately answering tasks, completing tasks with clear targets, having clear and challenging goals, receiving feedback on work results, enjoying work, always being driven to excel beyond others, and prioritizing the achievements that must be reached while working (Lubis, 2020:1212). This is intended to meet the needs of employees, so they are expected to work well and feel happy with all the tasks they are responsible for (Sari et al., 2023:1415).

Another factor influencing work performance is work discipline. Discipline is the most crucial operational function of human resource management. Without good discipline, it will be difficult for the organization to achieve optimal results (Maduningtias, 2020:24). This condition will encourage the improvement of employee work performance, and the company's goals can be achieved optimally.

PT. PLN (Persero) UP 3 Medan is one of the rapidly growing companies in Indonesia, operating in the electricity management sector. There are issues with the decline in employee performance at PT. PLN (Persero) UP 3 Medan, caused by a lack

of training from the company, resulting in employees not understanding their work portions well. Teamwork between seniors and juniors in problem-solving causes delays in addressing issues. The motivation of long-term employees has decreased due to infrequent salary increases, and some employees are often absent or late, leading to a decline in work performance.

Given these problems, the researcher feels it is necessary to conduct a study titled: "The Influence of Work Training, Teamwork, Work Motivation, and Work Discipline on Employee Work Performance at PT. PLN (Persero) UP 3 Medan".

LITERATURE REVIEW

Work Training

According to Widodo (2021:01), work training is a process of transformation from someone considered an expert or proficient in their field to another person who needs it. According to Sudarso (2019:28), training is any effort to improve work performance in a particular job for which one is responsible. Based on the expert opinions above, it is concluded that work training is a learning process from professional experts according to needs. According to Widodo (2021:12), the indicators of work training are as follows:

1. Type of training.
2. Training objectives.
3. Training materials.
4. Training methods.
5. Participant qualifications.

Teamwork

According to Arifin (2020:187), teamwork is a collective effort to ease a job, and a way to make employees more effective by redistributing work among other employees. According to Ibrahim et al. (2021:318), teamwork is a group of people with different abilities, talents, experiences, and backgrounds working together to achieve a common goal in one or more activities. Based on the expert opinions above, it is concluded that

teamwork is an activity carried out together to achieve a goal. According to Arifin (2020:188), the indicators of teamwork are as follows:

1. Contribution.
2. Interaction.
3. Consistency.
4. Quality.
5. Relevance.

Work Motivation

According to Khaeruman et al. (2021:21), work motivation is something that generates work drive or enthusiasm, or in other words, the driving force of work spirit. According to Suparman et al. (2023:48), work motivation is a process that begins with the emergence of an individual's needs, which then drives an action that becomes the basis for the emergence of goals or rewards as the reason for a need. Based on the expert opinions above, it is concluded that work motivation is a feeling that influences a person's work spirit. According to Khaeruman et al. (2021:32), the indicators of work motivation are as follows:

1. Self-direction.
2. Power.
3. Job security needs.

Work Discipline

According to Febriansah (2018:125), work discipline is an attitude, behavior, and action that complies with company regulations, whether written or unwritten. According to Maduningtias (2019:112), work discipline is a tool used by managers to communicate with employees so they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations. Based on the expert opinions above, it is concluded that work discipline is an attitude that follows company standards without orders from superiors. According to Febriansah (2018:130), the indicators of work discipline are as follows:

1. Goals and abilities.
2. Leadership example.

3. Fairness.
4. Punishments.
5. Human relations.

Work Performance

According to Harras et al. (2020:25), work performance is a work result achieved by an employee, seen from their personal characteristics and perception of their role in the job, or as a form of self-assessment in carrying out and improving work programs. According to Gunadi & Kusumayadi (2020:24), work performance is the result achieved by someone and their work behavior in carrying out work activities. Based on the expert opinions above, it is concluded that work performance is the result of work carried out by employees, seen from their performance over a period. According to Harras et al. (2020:33), the indicators of work performance are as follows:

1. Best results.
2. Highest quantity.
3. Most beneficial.
4. Encourages progress.
5. Expansion.

METHOD

This research is a quantitative study, defined by Ghozali (2021:07) as a method using numerical data analyzed with statistical formulas. Conducted at PT. PLN (Persero) UP 3 Medan from September to December 2023, the study involves a population of all 50 employees of the company. According to Ghozali (2021:49), the population consists of objects/subjects with specific qualities and characteristics defined by the researcher. The sample, as per Ghozali (2021:56), represents part of these characteristics and is determined using a saturated sampling technique, where all population members are included. The operational definition of this research is as follows:

Variabel	Definisi	Indikator	Skala
Pelatihan Kerja (X1)	Pelatihan kerja adalah proses	1. Jenis pelatihan. 2. Tujuan pelatihan.	Likert

	pembelajaran dari ahli professional sesuai dengan kebutuhan	<ol style="list-style-type: none"> 3. Materi pelatihan. 4. Metode pelatihan. 5. Kualifikasi peserta 	
Kerjasama Tim (X2)	Kerja sama tim adalah aktivitas yang dilakukan secara bersama demi tercapainya suatu tujuan	<ol style="list-style-type: none"> 1. Kontribusi. 2. Interaksi. 3. Konsisten. 4. Kualitas. 5. Relevan 	Likert
Motivasi Kerja (X3)	Motivasi kerja adalah perasaan yang mempengaruhi semangat kerja seseorang	<ol style="list-style-type: none"> 1. Pengarahan Diri. 2. Kekuasaan. 3. Kebutuhan Keamanan Kerja 	Likert
Disiplin Kerja (X4)	Disiplin kerja adalah suatu sikap yang mengikuti standar perusahaan tanpa adanya perintah dari atasan	<ol style="list-style-type: none"> 1. Tujuan dan Kemampuan. 2. Teladan Pimpinan. 3. Keadilan. 4. Sanksi Hukuman. 5. Hubungan Kemanusiaan 	Likert
Prestasi Kerja (Y)	Prestasi kerja adalah hasil dari kerja yang dilakukan oleh karyawan dilihat dari kinerjanya dalam suatu periode	<ol style="list-style-type: none"> 1. Hasil Terbaik. 2. Jumlah Terbanyak. 3. Paling Bermanfaat. 4. Mendorong Kemajuan. 5. Ekspansi 	Likert

Data Analysis Techniques

Classical Assumption Tests

Normality Test

According to Ghazali (2021:62), the residual normality test is used to examine whether the residual values from the regression are normally distributed. A good regression model has normally distributed residuals. The testing criteria are as follows:

1. If the significance value > 0.05 , the data is normally distributed.
2. If the significance value < 0.05 , the data is not normally distributed.

Multicollinearity Test

According to Ghozali (2021:79), the multicollinearity test identifies a perfect linear relationship between some or all independent variables. Multicollinearity is present in a regression model when there is a perfect or near-perfect correlation among the independent variables, which should be absent in a good regression model. The multicollinearity test is conducted by examining the Tolerance and Variance Inflation Factor (VIF) values in the regression model, where a VIF value less than 10 and a Tolerance value greater than 0.1 are considered acceptable.

Heteroscedasticity Test

According to Ghozali (2021:68), heteroscedasticity means the variance of the disturbance variable is not constant. The heteroscedasticity test is used to determine whether there is an inequality in the variance of the residuals from one observation to another in the regression model. Heteroscedasticity is tested using the Glejser test.

Hypothesis Testing

Partial Significance Test (t-test)

According to Ghozali (2021:118), the t-test is used to test the hypothesis by calculating the t-value, which is then compared to the t-table value. The criteria for accepting or rejecting the hypothesis are as follows:

1. If the t-value $<$ t-table and the significance $>$ 0.05, then H_0 is accepted.
2. If the t-value $>$ t-table and the significance $<$ 0.05, then H_0 is rejected.

Simultaneous Significance Test (F-test)

According to Ghozali (2021:132), the F-test or regression coefficient test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The criteria for the F-test are as follows:

1. If the F-value $<$ F-table and the significance $>$ 0.05, then H_0 is accepted.
2. If the F-value $>$ F-table and the significance $<$ 0.05, then H_0 is rejected.

Coefficient of Determination Test (R^2)

According to Herlina (2019:140), the determination analysis or R-Square, symbolized as R^2 , is used to determine the extent to which the independent variables (X) collectively influence the dependent variable (Y). A smaller coefficient of determination indicates a weaker influence of the independent variables on the dependent variable. Conversely, a coefficient of determination closer to 1 indicates a stronger influence of the independent variables on the dependent variable.

RESULTS AND DISCUSSION

Descriptive Statistics

The respondents in this study consist of 50 employees from PT. PLN (Persero) UP 3 Medan. The following are the descriptive statistics of the respondents' answers, including minimum, maximum, and average values:

Table 3.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Pelatihan Kerja	50	24	50	36,04	5,866
Kerja sama tim	50	23	46	31,38	5,119
Motivasi kerja	50	10	32	23,16	5,560
Disiplin Kerja	50	22	48	37,26	6,455
Prestasi Kerja	50	20	48	31,12	6,498

Source: explained

Based on the descriptive statistics in Table 3.1, the following information is obtained:

1. **Training** has a minimum value of 24 and a maximum value of 50. The mean value obtained is 36.04 with a standard deviation of 5.866.
2. **Teamwork** has a minimum value of 23 and a maximum value of 46. The mean value obtained is 31.38 with a standard deviation of 5.119.
3. **Work Motivation** has a minimum value of 10 and a maximum value of 32. The mean value obtained is 23.16 with a standard deviation of 5.560.
4. **Work Discipline** has a minimum value of 22 and a maximum value of 48. The mean value obtained is 37.26 with a standard deviation of 6.455.

5. **Work Performance** has a minimum value of 20 and a maximum value of 48.

The mean value obtained is 31.12 with a standard deviation of 6.498.

Classical Assumption Tests

Normality Test

The results of the normality test are as follows:

Table 3.2 Normality Test

		Unstandardized Residual
N		50
Normal Parameters^{a,b}	Mean	31.1200000
	Std. Deviation	5.34089167
Most Extreme Differences	Absolute	.090
	Positive	.090
	Negative	-.060
Kolmogorov-Smirnov Z		.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}

In Table 3.2 above, it can be observed that the result of the normality test (Asymp. Sig) has a significance value greater than 0.05, specifically 0.200. Therefore, it can be concluded that the normality test indicates a normal distribution.

Multicollinearity Test Results

Please insert the specific results of the multicollinearity test here.

Table 3.3 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Pelatihan kerja	0,396	2,525
Kerja sama tim	0,425	2,355
Motivasi kerja	0,559	1,789
Disiplin kerja	0,612	1,635

a. **Dependent Variable: Work Performance**

Source: Data Processing Results, 2024

The research findings are as follows:

1. The Tolerance value for the Training variable is $0.396 > 0.10$, and the VIF value is $2.525 < 10$, indicating that there is no multicollinearity issue with the Training variable.
2. The Tolerance value for the Teamwork variable is $0.425 > 0.10$, and the VIF value is $2.355 < 10$, indicating that there is no multicollinearity issue with the Teamwork variable.
3. The Tolerance value for the Work Motivation variable is $0.559 > 0.10$, and the VIF value is $1.789 < 10$, indicating that there is no multicollinearity issue with the Work Motivation variable.
4. The Tolerance value for the Work Discipline variable is $0.612 > 0.10$, and the VIF value is $1.635 < 10$, indicating that there is no multicollinearity issue with the Work Discipline variable.

Heteroskedasticity Test

The results of the heteroskedasticity test are as follows:

Table 3.4 Glejser Test Results

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2,331	1,906			1,223	0,228
Pelatihan kerja	-0,014	0,066	-0,051		-0,217	0,829
Kerja sama tim	0,038	0,073	0,119		0,523	0,604
Motivasi kerja	0,001	0,059	0,004		0,020	0,984
Disiplin kerja	0,006	0,049	0,025		0,130	0,897

a. Dependent Variable: ABS

Source: Processed Data, 2024

Based on the table 3.4 above, the conclusions are as follows:

1. Training has a significance value of $0.829 > 0.05$, hence it can be concluded that there is no heteroskedasticity.
2. Teamwork has a significance value of $0.604 > 0.05$, hence it can be concluded that there is no heteroskedasticity.
3. Work motivation has a significance value of $0.984 > 0.05$, hence it can be concluded that there is no heteroskedasticity.

4. Work discipline has a significance value of $0.897 > 0.05$, hence it can be concluded that there is no heteroskedasticity.

Multiple Linear Regression

Analysis Below are the results of the multiple linear regression analysis presented in the table below.

Table 3.5 Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-9,060	4,296	
Pelatihan kerja	0,305	0,149	0,275
Kerja sama tim	0,412	0,165	0,324
Motivasi kerja	0,290	0,133	0,248
Disiplin kerja	0,256	0,109	0,255

a. Dependent Variable: Work Performance

b. Source: Processed Data, 2024

Padal tabel 3.5 diatas, makal diperoleh persamaan regresi linier berganda yaitu dengan rumus berikut:

$$\text{Prestasi Kerja} = -9,060 + 0,305 \text{ Pelatihan Kerja} + 0,412 \text{ Kerja sama tim} + 0,290 \text{ Motivasi Kerja} + 0,256 \text{ Disiplin Kerja} + e$$

Berdasarkan persamaan diatas maka dapat diuraikan sebagai berikut: 1.Prestasi kerja memiliki nilai sebesar -9,060 menunjukkan nilai konstanta, jika nilai X1 sampai X4l bernilai 0 maka prestasi kerja bernilai adalah -9,060. 2.Pelatihan kerja memilikil nilai sebesar 0,305 menunjukkan bahwa variabel pelatihan kerja (X1) berpengaruh positif terhadap prestasi kerja sebesar 0,390. Artinyal setiap peningkatan pelatihan kerja (X1) sebesar 1 satuan, maka prestasi kerja akan meningkat sebesar 0,390. 3.Kerja sama tim memiliki nilai sebesar 0,412 menunjukkanl bahwa variabel kerja sama tim (X1) berpengaruh positif terhadap prestasi kerja sebesar 0,412. Artinya setiap peningkatan kerja sama tim (X1) sebesar 1 satuan, maka prestasi kerja akan meningkatl sebesar 0,412. 4.Motivasi kerja memiliki nilai sebesar 0,290 menunjukkan bahwa variabel motivasi kerja (X1) berpengaruh positif terhadap prestasi kerja sebesar 0,290. Artinyal setiap peningkatan motivasi kerja (X1) sebesar 1 satuan, maka prestasi kerja akan meningkat sebesar 0,290.

Koefisien Determinasi

The results of the coefficient of determination test are as follows:

Table 3.6 Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	0,675	0,647	3,863

Source: Processed Data, 2024

Based on Table 3.5, the test results of the coefficient of determination show an Adjusted R Square (R²) value of 0.647. This means that 64.7% of the variance in work performance can be explained by training, teamwork, job motivation, and work discipline variables. The remaining 35.3% is influenced by other factors outside the scope of this study, such as leadership style, work environment, and employee performance.

Pengujian Hipotesis

Uji Simultanl (uji f)

Hasil uji F sebagai berikut

Tabel 3.7 Hasil Pengujian Serempak (Uji-F)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1397,731	4	349,433	23,415	.000 ^b
Residual	671,549	45	14,923		
Total	2069,280	49			

Sumber : Hasil Olahan Data, 2024

Based on the table above (Table 3.7), it can be observed that the calculated F-value (23.415) is greater than the critical F-value (2.57) with a significance level of $0.000 < 0.05$. Therefore, it can be concluded that there is a significant influence of training, teamwork, work motivation, and work discipline simultaneously on work performance at PT. PLN (Persero) UP 3 Medan.

Partial Test (t-test)

The partial test results are as follows:

Tabel 3.8 Hasil Pengujian Parsial (Uji-t)

Model	t	Sig.
1(Constant)	-2,109	0,041
Pelatihan kerja	2,041	0,047
Kerja sama tim	2,489	0,017
Motivasi kerja	2,182	0,034
Disiplin kerja	2,346	0,023

Sumber: Hasil Olahan Data, 2024

Based on the results from Table 3.7 of the partial test above, several conclusions can be drawn:

1. Training (X1) has a t-value of 2.041 > t-table (2.013) with a significance level of $0.041 < 0.05$, indicating that training significantly influences job performance at PT. PLN (Persero) UP 3 Medan.
2. Teamwork (X2) has a t-value of 2.489 > t-table (2.013) with a significance level of $0.017 < 0.05$, showing that teamwork significantly affects job performance at PT. PLN (Persero) UP 3 Medan.
3. Work motivation (X3) has a t-value of 2.182 > t-table (2.013) with a significance level of $0.034 < 0.05$, suggesting that work motivation significantly impacts job performance at PT. PLN (Persero) UP 3 Medan.
4. Work discipline (X4) has a t-value of 2.346 > t-table (2.013) with a significance level of $0.023 < 0.05$, indicating that work discipline significantly influences job performance at PT. PLN (Persero) UP 3 Medan.

CONCLUSION / KESIMPULAN

The research findings conclude that: Training has a partial effect on job performance at PT. PLN (Persero) UP 3 Medan. Teamwork has a partial effect on job performance at PT. PLN (Persero) UP 3 Medan. Work motivation has a partial effect on job performance at PT. PLN (Persero) UP 3 Medan. Work discipline has a partial effect on job performance at PT. PLN (Persero) UP 3 Medan. Training, teamwork, work

motivation, and work discipline collectively have a significant effect on job performance at PT. PLN (Persero) UP 3 Medan.

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