



RESEARCH ARTICLE

The Effect of Training and Work Discipline on Employee Performance in Manufacturing Companies

Maulana Arief Rachman Hakim ^{1*} | Yuni Pratikno ²

^{1,2} Management Study Program, Faculty of Management and Business, Universitas Mitra Bangsa, South Jakarta City, Special Capital Region of Jakarta, Indonesia.

Correspondence

¹ Management Study Program, Faculty of Management and Business, Universitas Mitra Bangsa, South Jakarta City, Special Capital Region of Jakarta, Indonesia.

Email:
maulanaariefachmanhakim@umiba.ac.id.

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Universitas Mitra Bangsa.

Abstract

The study aims to examine and analyze the effect of training and work discipline on employee performance in a manufacturing company. A quantitative descriptive approach was applied, with a saturated sampling technique involving all 43 employees as respondents. Data were collected through questionnaires, observation, and documentation. The collected data were processed using SPSS and analyzed with multiple linear regression. The findings show that training has a significant positive effect on employee performance, as indicated by the t-count value, which is higher than the t-table value ($2.085 > 2.021$). Work discipline also has a significant positive effect on employee performance, with a t-count value greater than the t-table value ($4.001 > 2.021$). In addition, training and work discipline simultaneously affect employee performance, as shown by the F-count value, which exceeds the F-table value ($34.428 > 3.23$). These findings suggest that improving employee performance requires consistent implementation of relevant training programs and disciplined work practices within the manufacturing company. The results also indicate that both variables should be managed as strategic factors in supporting higher productivity and organizational effectiveness.

Keywords

Training; Discipline; Employee Performance.

1 | INTRODUCTION

Human resources are a vital asset that must be continuously developed because they form the foundation for building a competent and competitive company. Organizational success is closely related to the quality of employees and the effectiveness of human resource management at the individual, team, and organizational levels. Employees with adequate knowledge, skills, discipline, and motivation are more capable of carrying out duties according to company goals and standards. For that reason, companies need to manage human resources through planning, training, evaluation, and supervision. Strong human resource management helps create productive work behavior, supports cooperation, and improves the quality of decision-making within the organization. Expected performance can be achieved when employees possess the competence, responsibility, and commitment required to complete organizational activities effectively and consistently in a disciplined and accountable environment.

Employee performance can be assessed through the ability to produce products that meet quality standards and customer expectations. Kasmir (2019) defines performance as the work results and actions shown by employees when fulfilling their duties, authority, and responsibilities. In manufacturing work, performance is not only measured by output quantity but also by accuracy, consistency, and compliance with procedures. Employees who understand product specifications, production stages, and quality requirements tend to complete tasks with fewer errors. Work discipline also plays a decisive role because negligence in following procedures may disrupt production flow and reduce product quality. Differences in knowledge, skills, motivation, supervision, and discipline explain why employee performance varies. For that reason, companies need to strengthen training, supervision, and rule enforcement to improve productivity and maintain quality.

In line with that view, Achi and Sleilati (2016) explain that employee performance is one of the competitive advantages that companies must achieve. To improve employee performance, many companies focus on integration techniques that enable individuals to acquire greater knowledge and develop their actual skills, encouraging them to take initiative with confidence. Genoveva (2014) states that factors affecting employee performance can be divided into two categories, namely internal and external factors. Internal factors include work discipline, intellectual ability, job satisfaction, and work motivation. External factors include the organizational environment, leadership style, compensation system, and organizational management. According to Afandi (2021), several factors affecting performance include training and work discipline.

Improving employee performance requires effective and efficient continuous training programs. Employee training is commonly conducted at certain organizational levels through a systematic company training system to improve employees' knowledge, skills, and attitudes through a learning process, allowing them to perform their duties and job functions optimally (Octhanantha *et al.*, 2017). Employee training is a process of teaching specific knowledge, skills, and attitudes so that employees become more competent and are able to carry out their responsibilities more effectively in accordance with established standards (Pranata *et al.*, 2018). Through employee training, employee performance can become more qualified and continue to develop.

Based on the researcher's observation of company documents, the company's quality performance has encountered problems, as indicated by the increasing number of products that do not meet specifications. Quality decline refers to the failure to meet the standard limit for the number of microorganisms permitted in finished products. The standard set by the Indonesian Food and Drug Monitoring Agency (BPOM RI) for the Total Plate Count (TPC) is 100,000 colonies, or 1×10^5 colonies. The manufacturing company suffers losses because products that fail to meet specifications must be reprocessed before being delivered to consumers. Another problem identified by the researcher concerns ineffective training methods, which cause employees to absorb training materials less optimally. Weaknesses in training can be seen from problems related to processing machine damage caused by operating errors. Such conditions indicate that training has not fully supported employees in understanding work procedures and operating production equipment properly.

Discipline is the starting point for success in achieving organizational goals. The enforcement of discipline in an organization aims to ensure that all employees comply with rules and regulations voluntarily and without coercion. Good employee discipline is reflected in a high level of awareness in obeying applicable rules and regulations. It is also reflected in responsibility for completing assigned tasks, willingness to comply with organizational norms and culture, and commitment to improving work effectiveness. Company systems and procedures can run properly when all employees carry out their duties with discipline. For that reason, disciplinary attitudes must be applied by all employees so that organizational goals can be achieved. However, another problem found in the manufacturing company relates to employee discipline. The company already has rules regarding disciplinary violations, but their implementation remains weak. The researcher's observation shows that many forms of tolerance are still given to employees, which affects the decline in work quality and quantity. One case concerns the neatness of employee attire, which is often ignored. Another disciplinary violation occurs during production activities, when employees lack focus while working.

The research aims to determine and analyze the effect of training and work discipline on employee performance in a manufacturing company. A descriptive quantitative method is applied, with a saturated sample consisting of 43 employees from the manufacturing company.

2 | BACKGROUND THEORY

2.1 Human Resource Management

Hasibuan (2016:10) states that the functions of human resource management consist of planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination. These functions are aimed at helping companies achieve optimal profit. Sinambela (2016) states that an organization or company with professional, qualified, committed, and highly principled human resources can grow significantly. Dessler (2017) defines human resource management as the process of acquiring, training, appraising, compensating, and managing employee relations, occupational health and safety, and employee fairness. These activities include: (a) conducting job analysis by determining the job criteria for each employee; (b) planning employee needs and preparing a list of prospective employees; (c) selecting prospective employees; (d) orienting and training new employees; (e) managing salaries; (f) providing incentives and benefits; (g) assessing employee performance; (h) communicating with employees through interviews, counselling, and disciplinary actions; (i) training employees and developing managers; and (j) building employee relations and involvement. Based on these definitions, the researcher concludes that human resource management refers to employees who are ready and able to support the achievement of company goals. It can also be understood as a process of utilizing human resources within an organization to achieve corporate objectives.

2.2 Employee Performance

Sinambela (2016) states that employee performance is the ability of employees to produce work in terms of both quantity and quality. Achi and Sleilati (2016:142) explain that employee performance is one of the competitive advantages that companies need to achieve. To improve employee performance, most companies focus on integration techniques that allow individuals to acquire knowledge and develop their actual skills, encouraging them to take initiative with confidence. Genoveva (2014) states that the factors affecting employee performance can be divided into two categories, namely internal and external factors. Internal factors include work discipline, intellectual ability, job satisfaction, and work motivation. External factors include the organizational environment, leadership style, compensation system, and organizational management. Based on these definitions, the researcher concludes that performance refers to the ability of employees to support organizational goals and produce work achievements, both qualitatively and quantitatively, in accordance with the duties and responsibilities assigned to them. Mangkunegara (2017) explains that the objectives of improving employee performance are as follows: (a) increasing mutual understanding among employees regarding performance requirements; (b) recording and recognizing employee work results so that employees are motivated to perform better or at least maintain consistent achievement; (c) providing opportunities for employees to discuss their aspirations and increase concern for their careers or assigned jobs; (d) defining or reformulating future goals so that employees are motivated to perform according to their potential; and (e) reviewing implementation and development plans that are aligned with employee training needs.

2.3 Training

Bangun (2012) states that training is a process of improving employees' work skills to support the achievement of company goals. Vasudevan (2014:187) explains that a combination of training techniques aims to identify methods that influence one another. The five training areas include training commitment, training needs assessment, training materials, training approach, and training evaluation. These areas are regarded as significant factors in human resource management because they help determine how effectively employees improve their performance. Onyango and Wanyoike (2014) state that trained employees tend to show positive performance in terms of both quantity and quality. Training is an effort aimed at improving employee performance in the present and future by increasing employee capability through learning, changing work attitudes, and improving skills or knowledge. Based on several expert definitions, the writer concludes that training is an educational and learning system designed through systematic procedures and implemented within a certain period to improve employee competence. Such competence includes skills, experience, and knowledge developed through practical rather than purely theoretical methods, allowing employees to understand training materials more clearly. In general, training programs aim to improve company profitability. Mangkunegara (2015) explains several objectives of training and development, including: (a) improving work productivity; (b) improving work quality; (c) improving morale and work enthusiasm; (d) improving occupational health and safety; and (e) supporting employee development. Onyango and Wanyoike (2014) also state that trained employees tend to demonstrate positive performance in terms of both quantity and quality.

2.4 Work Discipline

Wirawan (2015) defines discipline as obedient behavior toward organizational rules, work procedures, codes

of ethics, and organizational cultural norms that must be followed when working and serving within an organization. Siswanto (2010:291) states that work discipline refers to an attitude of respect, appreciation, obedience, and compliance with applicable rules, both written and unwritten. It also includes the willingness to carry out duties and accept sanctions when employees violate the responsibilities and authority given by the company. Kuncorowati and Rokhmawati (2018:8) explain that work discipline can generally be observed when employees come to work regularly, appear neat and polite, use work equipment carefully, produce work with beneficial quantity and quality, and maintain good relations with colleagues and supervisors in the workplace. Based on these definitions, the researcher concludes that discipline is a form of mental awareness that every individual must have in order to obey, comply with, and respect all rules, norms, and sanctions, whether written or unwritten, within individual, group, or community environments without coercion. Simamora (2006) explains that the objectives of work discipline are as follows: (a) to ensure that employee behavior remains consistent with company rules; (b) to develop or maintain respect and mutual trust between supervisors and subordinates; and (c) to help employees become more productive, which can provide long-term benefits for both employees and the company. Hasibuan (2006) explains several factors that influence employee discipline in an organization. First, leadership example plays an active role in determining employee discipline because employees tend to observe and follow the behavior shown by their leaders. Second, compensation influences employee discipline because fair rewards can increase employee satisfaction and strengthen their attachment to the company and their work. Third, fairness encourages employee discipline because employees expect equal treatment in the workplace. Fourth, sanctions play an important role in maintaining employee discipline because clear consequences can reduce violations. Fifth, leadership firmness also affects employee discipline because consistent action from leaders can encourage employees to comply with company rules.

Hypotheses

H1: Training has an effect on employee performance.

H2: Work discipline has an effect on employee performance.

2.5 Conceptual Framework

The researcher developed the conceptual framework based on a literature review and its relevance to previous research findings. The framework serves as a logical basis for formulating the research hypotheses. Noor (2016) explains that a conceptual framework is a structure of thought that explains the relationship between variables in a study or the relationship between one concept and another related to the research problem, based on theoretical descriptions.

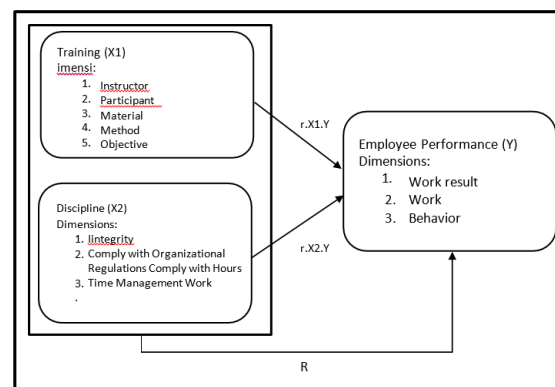


Figure 1. Framework of Thought

3 | METHOD

The study adopted a quantitative case study design with a descriptive approach to examine the research object systematically through measurable data. A quantitative method was considered appropriate because the study aimed to obtain numerical information, process the findings statistically, and test predetermined hypotheses based on the research variables. Referring to Sugiyono (2016), quantitative research is rooted in positivist philosophy and is commonly used to study a particular population or sample through structured instruments, while the resulting data are analyzed using statistical procedures. The population consisted of all individuals who met the characteristics determined by the researcher as relevant to the research objectives. Sugiyono (2015) defines a population as a generalization area consisting of objects or subjects with specific qualities and characteristics selected for study and conclusion drawing. Since the total

population was fewer than one hundred people, the sampling technique applied was non-probability sampling using a saturated sampling or census technique, meaning that every member of the population was included as a respondent. Sugiyono (2015) also explains that a sample represents part of the number and characteristics owned by a population, although in census sampling the entire population becomes the research sample. Data collection was conducted through questionnaires, direct observation, and company documents to obtain accurate and relevant information. The study used both primary and secondary data. Primary data were gathered directly from respondents through questionnaires and observation, while secondary data were obtained from company records and supporting documents related to the research variables and procedures.

Data analysis was carried out through several statistical procedures to ensure that the research instrument and regression model met the required standards before hypothesis testing. The validity test was used to measure the accuracy of the data obtained from the research object and the data reported by the researcher. Sugiyono (2016) states that validity refers to the degree of correspondence between actual data and reported data. Reliability testing was also conducted to determine the consistency of the measurement instrument. Sanusi (2011) explains that reliability indicates the stability of measurement results when the instrument is used by the same person at different times or by different people at the same or different times. Since the instrument was designed in the form of a questionnaire with a rating scale, reliability was tested using Cronbach's alpha. After the instrument was declared valid and reliable, the data were analyzed using multiple linear regression. Sanusi (2011) explains that multiple linear regression is an extension of simple regression because it involves two or more independent variables. The regression equation used was $Y = a + b_1X_1 + b_2X_2 + \epsilon$.

Before applying multiple linear regression, several classical assumption tests were performed. The normality test examined whether the residual values were normally distributed, using the Kolmogorov-Smirnov technique and diagonal line patterns. The multicollinearity test assessed whether the independent variables had strong correlations by observing the variance inflation factor, where a VIF value above 10 indicates high multicollinearity. The heteroscedasticity test evaluated whether the residual variance remained constant across predictor values, while the autocorrelation test, based on Ghozali (2011), used the Durbin-Watson method to identify correlations between errors across periods. Hypothesis testing was conducted using the t-test to examine partial effects, the F-test to examine simultaneous effects, and the coefficient of determination to measure how far the independent variables explained variation in the dependent variable.

4 | RESULTS AND DISCUSSION

4.1 Results

Descriptive analysis was applied to examine the employee profile in the manufacturing industry, focusing on gender, age, and educational attainment. These variables were selected because they help explain the basic structure of the respondents and support a more balanced interpretation of the research findings. Gender classification was used to compare the proportion of male and female employees, while age grouping helped identify the dominant workforce category. Educational background was reviewed to assess the formal qualifications held by employees and to relate those qualifications to the characteristics of the manufacturing workforce.

Table 1. Characteristics of Respondents in the Manufacturing Industry

Respondent Characteristics	Frequency	Percentage
Gender		
Male	29	67%
Female	14	33%
Total	43	100%
Age		
> 20 years	8	19%
20–25 years	26	60%
26–30 years	8	19%
> 30 years	1	2%
Total	43	100%
Highest Education Level		
Elementary School	1	2%
Junior High School	14	33%
Senior High School/Vocational School	28	65%
Total	43	100%

Source: Primary questionnaire data, 2024, processed

The respondent profile shows that manufacturing employees were predominantly male, with 29 respondents or 67%, while female employees accounted for 14 respondents or 33%. Most respondents were aged 20–25 years, representing 60% of the total sample. Respondents below 20 years and those aged 26–30 years each represented 19%, while 2% were above 30 years. Regarding education, most employees graduated from senior high school or vocational school, reaching 65%, followed by junior high school at 33% and elementary school at 2%.

The organoleptic results were analyzed by determining the highest and lowest possible scores. Respondents' assessments were calculated by multiplying each response by the weighted value assigned to the corresponding answer option. The total score obtained from each assessment category was then used to interpret the level of respondent preference based on the predetermined scoring criteria.

Table 2. Questionnaire Score Weights and Score Percentage

No.	Answer Choice Item	Score Weight (n × score)	Score Percentage (%)
1	ST (Strongly Agree, Very Good)	215	80%–100%
2	S (Agree, Good)	172	60%–79.99%
3	N (Neutral, Fair)	129	40%–59.99%
4	TS (Disagree, Poor)	86	20%–39.99%
5	STS (Strongly Disagree, Very Poor)	43	0%–19.99%

Source: Primary data, processed.

Table 2 explains the scoring classification used to interpret questionnaire responses. The highest category, ST, represents strong agreement or very good assessment, with a score weight of 215 and a percentage range of 80% to 100%. Meanwhile, STS reflects strong disagreement or very poor assessment, with the lowest score weight of 43 and a range of 0% to 19.99%. The categories support orderly data interpretation during analysis process.

Table 3. Percentage Scores on the Employee Performance Variable Questionnaire

No.	Dimension and Indicator Description of Employee Performance	Score Percentage (%)
1	Dimension: Work Results Indicators:	
	1) Production Quantity	76%
	2) Production Quality	84%
	3) Accuracy in Performing Work	79%
	4) Speed in Performing Work	71%
	5) Suitability in Performing Work	72%
2	Dimension: Work Behavior Indicators:	
	1) Compliance with Work Procedures	85%
	2) Thoroughness	81%
	3) Teamwork	87%
	4) Helping Coworkers	87%
3	Dimension: Personal Traits Indicators:	
	1) Knowledge	82%
	2) Initiative	83%
	3) Adaptability	76%

Source: Primary data, processed.

Table 3 indicates that employee performance received generally positive scores across three dimensions. In the work results dimension, production quality recorded the highest score at 84%, while work speed showed the lowest at 71%, suggesting a need for better work pace. In the work behavior dimension, teamwork and helping coworkers reached 87%, reflecting strong interpersonal support. For personal traits, initiative scored 83%, followed by knowledge at 82% and adaptability at 76%, indicating reasonably adequate individual capacity across the sampled workforce.

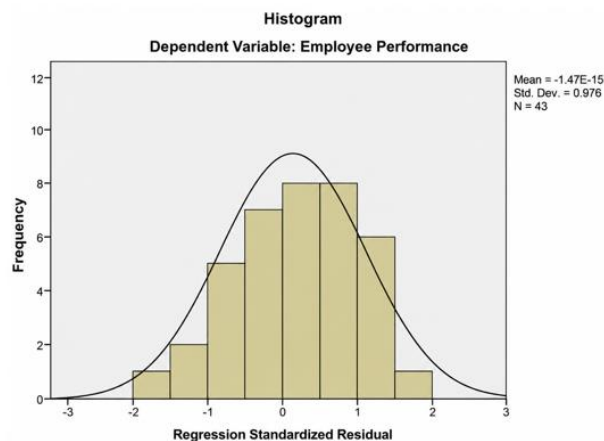
Tabel 4. Persentase Nilai Kuesioner Variabel Disiplin

No.	Keterangan Dimensi dan Indikator Disiplin Karyawan	Persentase Nilai (%)
1	Dimensi: Integritas Indikator:	

No.	Keterangan Dimensi dan Indikator Disiplin Karyawan	Persentase Nilai (%)
2	1) Dapat dipercaya dalam melaksanakan tugas	89%
	2) Tidak menggunakan sumber organisasi untuk keperluan pribadi	85%
	3) Menghormati pimpinan dan teman sekerja	85%
	Dimensi: Mematuhi Peraturan Organisasi	
	Indikator:	
3	1) Memahami dan melaksanakan peraturan organisasi	88%
	2) Berupaya memenuhi standar kerja	87%
	3) Bekerja dengan berpedoman pada standar prosedur operasi	87%
	4) Menyesal jika melanggar peraturan organisasi	85%
	Dimensi: Mematuhi Jam Kerja	
	Indikator:	
4	1) Masuk kerja tepat waktu	87%
	2) Pulang kerja tepat waktu	88%
	3) Memberitahu atasan jika tidak masuk kerja	86%
	4) Tidak pernah mangkir	81%
	Dimensi: Manajemen Waktu	
	Indikator:	
4	1) Menggunakan jam kerja untuk melaksanakan tugas pekerjaan	84%
	2) Melaksanakan pekerjaan sesuai jadwal kerja	84%

Sumber: Data primer, diolah.

Tabel 4 menunjukkan tingkat disiplin karyawan berada pada kategori baik, terutama pada dimensi integritas dan kepatuhan terhadap aturan organisasi. Indikator dapat dipercaya dalam melaksanakan tugas memperoleh nilai tertinggi sebesar 89%, diikuti pemahaman serta pelaksanaan aturan organisasi dan ketepatan pulang kerja sebesar 88%. Namun, indikator tidak pernah mangkir memperoleh nilai paling rendah, yaitu 81%, sehingga aspek kehadiran masih perlu diperkuat. Manajemen waktu juga cukup baik, meskipun penggunaan jam kerja dan pelaksanaan pekerjaan sesuai jadwal masih dapat ditingkatkan secara konsisten dan optimal.



Source: Processed primary data, 2024.
Figure 1. Normality Test Graph Using a Histogram

Based on Figure 1, the histogram shows that the regression standardized residuals form an approximately normal distribution. The bars are concentrated around the center and follow the direction of the normal curve, although minor deviations still appear. This pattern indicates that the residual data meet the normality assumption, so the regression model can be considered statistically appropriate for further analysis.

Multicollinearity testing was conducted to identify whether the independent variables in the regression model were strongly correlated with one another. The assessment was based on the tolerance and variance inflation factor (VIF) values. A model is considered free from multicollinearity when the tolerance value is greater than 0.10 and the VIF value is below 10. If these criteria are met, each independent variable can be used in the regression analysis without indicating excessive overlap. This condition supports a more reliable interpretation of the relationship between independent variables and employee performance as examined in the study overall.

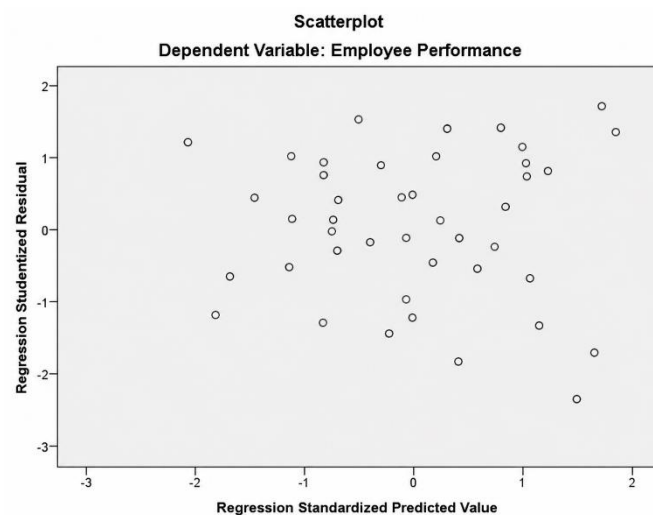
Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Training	0.429	2.332	No Multicollinearity
Discipline	0.429	2.332	No Multicollinearity

Source: Processed primary data, 2024.

Table 5 shows that both training and discipline have tolerance values of 0.429 and VIF values of 2.332. Since the tolerance values exceed 0.10 and the VIF values are below 10, the regression model indicates no multicollinearity. The result suggests that both independent variables can be retained in the model and interpreted without serious overlap between predictors in statistical interpretation.

The heteroscedasticity test was conducted to determine whether the regression model had unequal residual variance. A good regression model should not indicate heteroscedasticity because inconsistent residual variance may reduce the accuracy of statistical interpretation. In this study, heteroscedasticity was examined using a scatterplot graph. The test compared the predicted values of the dependent variable, namely ZPRED, with the standardized residual values, namely SRESID. The distribution pattern of these points was used as the basis for assessment.



Source: Processed primary data, 2024.

Figure 2. Heteroscedasticity Test Graph Using a Scatterplot

Based on Figure 2, the scatterplot shows that the points are randomly distributed and do not form a clear pattern. This indicates that heteroscedasticity does not occur in the regression model. In other words, the residual variance remains relatively constant from one observation to another, so the model meets the assumption of homoscedasticity and is suitable for further regression analysis.

Table 6. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	14.678	11.291		1.300	0.201
Training	0.241	0.116	0.295	2.085	0.044
Discipline	0.546	0.137	0.565	4.001	0.000

Source: Processed primary data, 2024.

Table 6 indicates that training and discipline have positive regression coefficients toward employee performance. Training shows a coefficient of 0.241 with a significance value of 0.044, while discipline records a higher coefficient of 0.546 with a significance value of 0.000. These results suggest that both variables significantly affect employee performance, with discipline showing a stronger influence in the regression model.

Table 7. t-Test Results

Variable	Regression Coefficient	t-value	Sig.
Constant	14.678		
Training	0.241	2.085	0.044

Discipline	0.546	4.001	0.000
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Source: Processed primary data, 2024.

Based on the data in Table 8, training and work discipline can be concluded to have a positive partial effect on employee performance. Furthermore, the F-test was conducted by comparing the F-table value with the calculated F-value. Another approach was to compare the significance or probability value obtained from the SPSS output with the statistical standard of 0.05. If the significance value is below 0.05, the regression model is considered statistically significant.

Table 8. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2,777.971	2	1,388.986	38.428	0.000
Residual	1,445.796	40	36.145		
Total	4,223.767	42			

Source: Processed primary data, 2024.

Based on the data in Table 8, the calculated F-value of 34.428 is greater than the F-table value of 3.23. This result indicates that training and discipline have a simultaneous effect on employee performance. In addition, the calculated significance value of 0.000 is lower than the statistical standard of $\alpha = 0.05$. Based on this result, it can be concluded that training and work discipline jointly affect employee performance in the manufacturing industry.

4.2 Discussion

The research findings indicate that job training has a significant effect on employee performance in the manufacturing industry. This is proven by the t-count value being higher than the t-table value ($2.085 > 2.021$). Based on this result, the first hypothesis is accepted and empirically supported. The finding suggests that training carried out consistently and continuously can produce optimal employee performance or improve employee performance over time. This result is in line with Bangun (2012), who states that training is a process of improving employees' work skills to support the achievement of company goals. Vasudevan (2014) explains that a combination of training techniques aims to identify mutually related methods. The five aspects of training, namely training commitment, training needs assessment, training materials, training approach, and training evaluation, are key factors in human resource management because they help determine how effectively employees improve their work performance. Onyango and Wanyoike (2014) also argue that trained employees tend to show positive performance in both quantity and quality.

The research findings also show that work discipline has a significant effect on employee performance in the manufacturing industry, as indicated by the t-count value being higher than the t-table value ($4.001 > 2.021$). Based on this result, the second hypothesis is accepted and empirically supported. Proper enforcement and implementation of discipline among all employees in the manufacturing industry can lead to better performance. Wirawan (2015) defines discipline as behavior that reflects compliance with organizational regulations, work procedures, codes of ethics, and organizational cultural norms that must be followed while working and serving within an organization. Siswanto (2010) further explains that work discipline refers to an attitude of respect, appreciation, obedience, and compliance with applicable written and unwritten rules, as well as the willingness to carry out duties and accept sanctions when violating responsibilities and authority given by the company. Kuncorowati and Rokhmawati (2018) state that work discipline can generally be observed when employees come to work regularly, dress neatly and politely, use work equipment carefully, produce favorable work quantity and quality, and behave courteously toward coworkers and supervisors in the workplace.

5 | CONCLUSIONS AND FUTURE WORK

The research findings show that job training has a significant effect on employee performance in the manufacturing industry. This is supported by the t-count value, which is higher than the t-table value ($2.085 > 2.021$). Therefore, the first hypothesis is accepted and statistically supported. Based on this result, consistent and continuous training can improve employee performance and support optimal work outcomes. The findings also show that work discipline has a significant effect on employee performance in the manufacturing industry, as indicated by the t-count value being higher than the t-table value ($4.001 > 2.021$). Therefore, the second hypothesis is accepted and statistically supported. This means that proper enforcement and implementation of work discipline among employees can improve work performance. The research findings further show that the calculated F-value of 34.428 is greater than the F-table value of 3.23. In addition, the significance value of 0.000 is lower than $\alpha = 0.05$. Therefore, training and work discipline simultaneously affect employee performance in the manufacturing industry.

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