



The Effect of Training, Work Motivation and Work Discipline on Employee Performance at PT. Indofood CBP Sukses Makmur Tbk. Medan Branch

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Abstrak

Penelitian ini bertujuan untuk mencari bagaimana pengaruh dari Pelatihan (X_1), Motivasi Kerja (X_2) dan Disiplin Kerja (X_3) terhadap Kinerja Karyawan (Y) PT. Indofood CBP Sukses Makmur Tbk. Cabang Medan. Sampel yang digunakan pada penelitian ini adalah seluruh karyawan tetap PT. Indofood CBP Sukses Makmur Tbk. Cabang Medan yaitu 97 responden. Penelitian ini menggunakan data kuantitatif yang diolah dengan SPSS versi 26.0 dengan model regresi linear berganda. Hasil penelitian menunjukkan bahwa Pelatihan (X_1), Motivasi Kerja (X_2) dan Disiplin Kerja (X_3) berpengaruh positif dan signifikan terhadap kinerja karyawan PT Indofood CBP Sukses Makmur Tbk. Cabang Medan baik secara parsial maupun simultan. Koefisien determinasi *Adjusted R Square* menunjukkan sebesar 81,5% dijelaskan dan diperoleh dari Pelatihan, Motivasi Kerja, dan Disiplin Kerja sedangkan sisanya diperoleh dari faktor lainnya yang tidak diteliti dalam penelitian ini.

Kata Kunci: Pelatihan, Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan

Abstract

*This study aims to find out how the influence of Training (X_1), Work Motivation (X_2), and Work Discipline (X_3) on Employee Performance (Y) PT. Indofood CBP Sukses Makmur Tbk. Medan Branch. The sample used in this study were all permanent employees of PT. Indofood CBP Sukses Makmur Tbk. Medan branch is 97 respondents. This study uses quantitative data that is processed with SPSS version 26.0 with multiple linear regression models. The results showed that Training (X_1), Work Motivation (X_2), and Work Discipline (X_3) had a positive and significant impact on the performance of PT Indofood CBP Sukses Makmur Tbk employees. Medan Branch either partially or simultaneously. The coefficient of determination of *Adjusted R Square* shows that 81.5% is explained and obtained from Training, Work Motivation, and Work Discipline while the rest is obtained from other factors not examined in this study.*

Keywords: Training, Work Motivation, Work Discipline, Employee Performance

Introduction

Human resources are important factors that determine the progress of an organization or company. Employees as implementers in company activities are required to have a good mental attitude and have good performance so that they can support company activities in order to achieve their goals. Therefore, companies must manage and improve the performance of human resources optimally in order to produce quality and reliable human resources.

PT. Indofood CBP Sukses Makmur Tbk. Medan Branch is a private company engaged in consumer goods in the procurement of products for public consumption. Good or bad employee performance will have an impact on the success of the company. Some employee performance has not been maximized due to lack of ability and expertise of employees in completing their work, lack of employee discipline in completing work and lack of motivation among employees which can lead to poor employee performance.

The phenomenon of training in PT. Indofood CBP Sukses Makmur Tbk. The Medan branch, which is felt to be lacking and uneven, is given to all employees so that it becomes an obstacle for employees to get good knowledge and skills about their work. The inability of employees to understand the material given by the trainer. This also causes employees to be unable to develop their potential in improving their performance.

The phenomenon of work motivation in PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, namely employees are still less motivated in doing their work due to lack of motivation from superiors to employees and still lack of mutual respect between employees. This makes employees feel unmotivated to work in improving performance. Lack of motivation makes employees do their tasks and their work is not completed on time, and the accumulation of postponed work results in not achieving the target according to the predetermined time limit.

The phenomenon of work discipline in PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, namely employees who are less disciplined about working time. There are still disciplinary violations committed by some employees, there are still employees who do not

come to the office on time and do not comply with the predetermined work hours.

Based on the background of the existing problems, the objectives of this study are:

- a. To find out how the influence of training on employee performance of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch
- b. To find out how the influence of work motivation on employee performance at PT. Indofood CBP Sukses Makmur Tbk. Medan Branch
- c. To find out how the influence of Work Discipline on Employee Performance PT. Indofood CBP Sukses Makmur Tbk. Medan Branch
- d. To find out how the influence of training, work motivation and work discipline on employee performance at PT. Indofood CBP Sukses Makmur Tbk. Medan Branch.

LITERATURE REVIEW

Employee Performance

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016: 182). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017: 67). Performance is the result of work achieved by employees in completing their work in accordance with their responsibilities to achieve company goals.

The importance of employee quality in improving employee performance, the company must encourage employees by always providing guidance and development through training and motivation to all employees to improve the quality of their performance so that company productivity will increase. However, it is often found in companies that there are still some employees who still have less than optimal performance due to certain factors.

Training

Training is a process of teaching employees the skills needed to do their jobs (Dessler. G., 2019:280). Providing training to every employee is very necessary in order to improve the survival of the organization and to hone the ability of employees in matters relating to their duties and responsibilities as well as to become a forum for employees to

work more efficiently. With the provision of training, employee performance will increase.

Training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes (Mangkunegara, 2017:44). Training is provided so that employees are able to carry out their assigned duties and responsibilities by adjusting the skills of each employee so that each employee carries out their duties properly.

Work Motivation

Motivation is the condition of moving employees to be able to achieve the goals of their motives (Mangkunegara, 2017: 93). Motivation can be given through the facilities and a good working atmosphere provided by the company to employees to support in improving the performance of all employees. Companies that do not provide motivation can cause employees to lack enthusiasm in doing their work and employee performance is less than optimal. And if the company provides more motivation to employees then employee performance will increase optimally so that company goals can be achieved.

Motivation is the thing that causes and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2018:141). Motivation can cause a person to be more enthusiastic and responsible in doing the tasks that have been given to him, therefore employees will feel a pleasant working atmosphere so that they can increase enthusiasm for work so that company goals can be achieved properly as expected by the company or organization.

Work Discipline

The existence of work discipline will ensure the maintenance of order and the smooth implementation of the company's work, so as to obtain optimal results (Robbins, 2015: 46). Work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior and actions that are in accordance with the regulations of the organization, both written and unwritten (Edy Sutrisno, 2016: 57).

The application of work discipline in an organization aims to ensure that all employees in the company are willing to voluntarily comply with and obey any applicable rules and

regulations without any coercion. Good discipline will reflect a person's sense of responsibility for the tasks that have been given to him. What an employee must have in carrying out good discipline is an awareness of the regulations that apply in the company. With work discipline, every employee does not take actions that will harm the company.

Research methods

This study uses associative research with a quantitative approach. Associative research is research that is proving and finding a relationship between two or more variables (Sugiyono, 2014:339). This study was conducted to analyze and determine the effect of training, work motivation, and work discipline have a significant effect on employee performance at PT. Indofood CBP Sukses Makmur Tbk. Medan Branch.

Research Location and Time

This research was conducted in 2022 which is located at PT. Indofood CBP Sukses Makmur Tbk, Jl. Medan-Tanjung Morawa No. 102, Km 18.5 Bangun Sari, Tanjung Morawa, Deli Serdang Medan.

Population and Sample

Population

The population is a group of research elements, where the element is the smallest unit which is the source of the required data (Manullang and Pakpahan, 2014:67). The population in this study are all permanent employees of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, totaling 97 people.

Sample

The sample is part of the population that is expected to represent the research population (Manullang and Pakpahan, 2014:67). In this study the authors used the Probability Sampling method and the sampling used was Simple Random Sampling (Manullang and Pakpahan, 2014:67). In this study, the sample used was the entire population of 97 people.

Data collection technique

Data collection technique is a systematic and objective way to obtain or collect information that is both oral and written. Data collection techniques carried out in this study were interviews, observations and questionnaires by making questions or

statements in making questionnaires addressed to respondents. Questionnaires or questionnaires in this study are to provide questions or statements to respondents where the answers to each question or statement have been provided then the respondent only needs to mark one of the answers that is considered correct.

Data analysis technique

In this study, the data analysis technique used is quantitative analysis to test quantitatively of several factors together.

Data Quality Test

Before the data is analyzed and evaluated, the data is first tested by:

a. Validity Test (Validity)

(Manullang and Pakpahan, 2014:90) stated that "validity test is used to measure the validity or validity of a questionnaire, where the questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire". If all the data coefficients exceed the number or greater ($>$) 0.30 then all questions can be declared valid or valid.

b. Reliability Test (Reliability)

(Manullang and Pakpahan, 2014:92) states that "reliability is a tool to measure a questionnaire which is an indicator of a variable or construct". A questionnaire is said to be reliable or reliable, if a person's answer to the statement is consistent or stable from time to time, it should not be random. The reliability of a variable construct is said to be good if it has a Cronbach's alpha value greater ($>$) than 0.60.

Classic assumption test

The classical assumption test aims to analyze whether the regression model used in this study is the best model. The following can be explained that there are 3 classical assumption tests used in this study, namely:

a. Normality test

(Manullang and Pakpahan, 2014:208) said that "there is a way to detect whether the residuals are normally distributed or not, namely by graphical analysis consisting of a hydtoqram test, P-P Plot and statistical analysis, namely the Kolmogorov Smirnov test".

b. Multicollinearity Test

(Sugiyono, 2016:78) states that "the multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent)". A good regression model should not have a correlation between the independent variables. If the Tolerance value is > 0.1 and the VIF value is < 10 , then there is no multicollinearity.

c. Heteroscedasticity Test

(Sugiyono, 2016:79) states that "the variance of the independent variable is constant for each value of the dependent variable". A good regression model is the absence of heteroscedasticity. If there is a clear pattern, and the points spread above and below the number 0 on the y-axis, then there is no heteroscedasticity.

Multiple Linear Regression

According to (Sugiyono, 2016:80) the test tool used to analyze the hypothesis is multiple linear regression analysis. Multiple linear analysis method is used to determine how much influence the independent variable has on the dependent variable. The formula used is:

$$Y = + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

Hypothesis testing

a. Partial Test (t Test)

Partial test was conducted to test the effect partially between other variables considered constant. (Sugiyono, 2016:82) says that "t-test is used to test the hypothesis if the researcher analyzes partial regression (an independent variable with a dependent variable). If $t_{count} > t_{table}$, at $\alpha = 5\%$ then H_0 is rejected. H_a is accepted.

b. Simultaneous Test (F Test)

(Manullang and Pakpahan, 2014:145) said "simultaneous test or F test was conducted to find out whether the independent variables simultaneously had a significant effect on the dependent variable". F Test Formula:

$$F_h = R^2 \frac{(n-K-1)}{(1-R)(K)}$$

c. Coefficient of Determination (R²)

(Sugiyono, 2016:83) says that "the coefficient of determination is used to see how variations in the value of the dependent variable are influenced by variations in the value of the independent variable".

Results and Discussion

1. Results

a. Validity test

Validity test is needed to determine the feasibility of the items in a list of questions (questionnaires) that have been presented to respondents. If all the data coefficients exceed the number or greater ($>$) 0.30 then all questions can be declared valid or valid.

The results of testing the validity of employee performance (Y), it is known that the validity value is in the Corrected Item-Total Correlation column, which shows that the score of every 10 items of employee performance variable statements used in this study is declared valid (valid) because all coefficient values are greater. of ($>$) 0.30.

The results of the training validity test (X1), it is known that the validity value is in the Corrected Item-Total Correlation column, which shows that the scores of each of the 6 training variable statements used in this study are declared valid (valid) because all coefficient values are greater than ($>$) 0.30.

The results of testing the validity of work motivation (X2), it is known that the validity value is in the Corrected Item-Total Correlation column, which shows that the score of every 10 item statement on the work motivation variable used in this study is declared valid (valid) because all coefficient values are greater. of ($>$) 0.30.

The results of testing the validity of work discipline (X3), it is known that the validity value is in the Corrected Item-Total Correlation column, which shows that the score of every 6 items of work discipline variable statements used in this study is declared valid (valid) because all coefficient values are greater of ($>$) 0.30.

b. Reliability Test

A questionnaire is said to be reliable or reliable if the respondent's answer to the statement remains consistent and stable from time to time and should not be random. The reliability of a variable construct is said to be good if it has a Cronbach's alpha value greater ($>$) than 0.60.

The output of Cronbach's Alpha value of employee performance is $0.898 > 0.60$. so that the test results are declared to have met the requirements and all statements that have been presented to the respondents are said to be reliable or reliable.

The output value of Cronbach's Alpha training is $0.763 > 0.60$. so that the test results are declared to meet the requirements and all statements that have been presented to the respondents are said to be reliable or reliable.

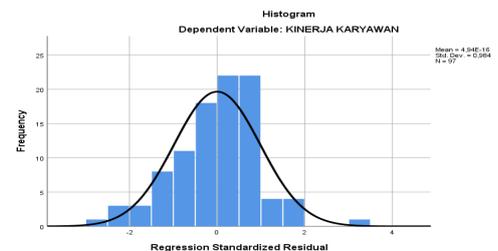
The output value of Cronbach's Alpha work motivation is $0.904 > 0.60$. so that the test results are declared to have met the requirements and all statements that have been presented to the respondents are said to be reliable or reliable.

The output value of Cronbach's Alpha work discipline is $0.837 > 0.60$. so that the test results are declared to have met the requirements and all statements that have been presented to the respondents are said to be reliable or reliable.

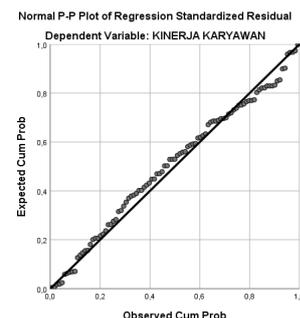
Classic assumption test

a. Data Normality Test

The normality test aims to determine whether in a regression, dependent and independent variables or the residuals are normally distributed or not. There is a way to detect whether the residuals are normally distributed or not, namely by means of graphical analysis consisting of histogram test, P-P Plot and statistical analysis, namely the Kolmogorov-Smirnov test.



The results of the normality test of the data on the histogram curve have a graph that forms an arc and is located in the middle or has a bell-like pattern. So it can be concluded that the data has been distributed normally.



The results of testing the normality of the data using the P-P Plot show that the data points are spread around the diagonal line so that the data is normally distributed. In addition to using graphical analysis consisting of histogram test and P-P Plot normality test can also be done using the Kolmogorov Smirnov test.

The results of data processing, Kolmogorov Smirnov's significant value is 0.200, it can be concluded that the data is normally distributed, where the significant value is greater than 0.05. Thus, the data in this study as a whole can be concluded that the data values are normally distributed and can be continued with further testing.

a. Multicollinearity Test

The multicollinearity test was carried out to test how strong the correlation between independent variables was, this test was carried out by regressing the analysis model and conducting a correlation test between independents using Tolerance Value and Variance Inflating Tolerance (VIP). The stipulation is that if the Tolerance value is > 0.10 and the VIP value is < 10, then there is no multicollinearity.

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	PELATIHAN	,373	2,683
	MOTIVASI KERJA	,188	5,318
	DISIPLIN KERJA	,205	4,879
a. Dependent Variable: KINERJA KARYAWAN			

The multicollinearity test results obtained from data processing using SPSS show that:

- 1) In the training variable (X1) the Tolerance value is 0.373 where the value is greater than (>) 0.10 and the value of the Variance Inflating Factor (VIF) is 2.683 where this value is smaller than (<) 10.
- 2) In the work motivation variable (X2), the Tolerance value is 0.188 where the value is greater than (>) 0.10 and the value of the

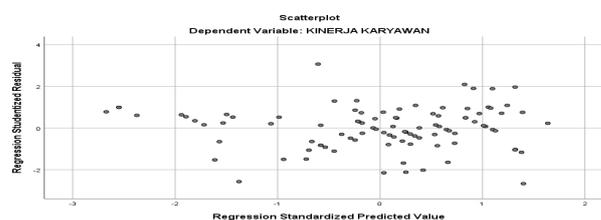
Variance Inflating Factor (VIF) is 5.318 where this value is smaller than (<) 10.

- 3) In the work discipline variable (X3) the Tolerance value is 0.205 where the value is greater than (>) 0.10 and the value of the Variance Inflating Factor (VIF) is 4.789 where this value is smaller than (<) 10.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,06977006
Most Extreme Differences	Absolute	,070
	Positive	,070
	Negative	-,059
Test Statistic		,070
Asymp. Sig. (2-tailed)		,200^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

a. Heteroscedasticity Test

Heteroscedasticity test was carried out to test whether in the regression model there was an inequality of variance from the residuals of one observation to another observation. A good regression model is one that does not occur heteroscedasticity. The decision-making rule is that if there is a clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.



Sumber: Hasil Pengolahan Data dengan IBM SPSS v. 26.0 (2022)

The results of the heteroscedasticity test show that the resulting points spread randomly and do not form a certain pattern, and the data is spread above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model in this study.

Multiple Linear Regression

Coefficients ^a			
Model		t	Sig.
1	(Constant)	3,904	,000
	PELATIHAN	2,683	,009
	MOTIVASI KERJA	2,325	,022
	DISIPLIN KERJA	5,470	,000
a. Dependent Variable: KINERJA KARYAWAN			

Multiple linear regression aims to determine how the influence of several independent variables on the dependent variable. So multiple linear regression analysis is carried out if the number of independent variables is at least 2. The formula for multiple linear regression analysis is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Based on the table above, multiple linear regression is obtained as follows $Y = 6,169 + 0,313 X_1 + 0,197 X_2 + 0,779 X_3 + e$.

The interpretation of the multiple linear regression equation in this study is as follows:

- a. If everything in the independent variable is considered zero, then the value of employee performance (Y) is 6.169.
- b. The regression value on the training variable (X1) is 0.313, indicating that other factors are considered constant. If there is an increase in training (X1), the employee's performance (Y) will also increase by 0.313.
- c. The regression value on the work motivation variable (X2) is 0.197, indicating that other factors are considered constant. If there is an increase in work motivation (X2), employee performance (Y) will also increase by 0.197.
- d. The regression value of the work discipline variable (X3) is 0.779, indicating that other factors are considered constant. If there is an increase in work discipline (X3), employee performance (Y) will also increase by 0.779.

Hypothesis testing

a. Partial Test (t Test)

Partial test (t test) was conducted to determine how much the independent variable (X) affects the dependent variable (Y). This test is carried out using a significance level of 5% or comparing tcount with ttable. With the decision making is if the value of $t < 0.05$ or $tcount > ttable$, then there is a partially

significant effect on each independent variable on the dependent variable. The tables in this study are:

$$df = n - k$$

$$df = 97 - 4 = 93$$

By testing the probability of 0,05 the t_{table} value of 1,661 is obtained.

Based on the table above, it can be

Coefficients ^a			
Model		Unstandardize d Coefficients	
		B	Std. Error
1	(Constant)	6,169	1,580
	PELATIHAN	,313	,117
	MOTIVASI KERJA	,197	,085
	DISIPLIN KERJA	,779	,142
a. Dependent Variable: KINERJA KARYAWAN			

concluded that:

1. The effect of training on employee performance

Based on the results of the t-test above, it shows that the value of tcount 2.683 > ttable 1.661 and a significant value of 0.009 < 0.05, then it states Ha is accepted and Ho is rejected. It can be concluded

that training has a positive and significant effect partially on employee performance.

2. The effect of work motivation on employee performance

Based on the results of the t-test above, it shows that the value of tcount 2.325 > ttable 1.661 and a significant value of 0.022 < 0.05, then it states Ha is accepted and Ho is rejected. So it can be concluded that work motivation has a positive and partially significant effect on employee performance.

3. The effect of work discipline on employee performance. Based on the results of the t-test above, it shows that the value of tcount 5,470 > ttable 1,661 and a significant value of 0.000 < 0.05, then it states Ha is accepted and Ho is rejected. So it can be concluded that work discipline has a positive and significant effect partially

a. Simultaneous Test (F Test)

Simultaneous test (F test) was conducted to determine whether the independent variables simultaneously had a significant effect on the dependent variable. With the decision making is if $F_{count} > F_{table}$, then there is a simultaneous positive and significant effect of the independent variable on the dependent variable. If the significance value is less than 0.05, then H_0 is rejected and H_a is accepted. The F_{tables} in this study are:

$$\begin{aligned} Df1 &= k-1 \\ &= 4 - 1 = 3 \\ Df2 &= n - k \\ &= 97 - 4 = 93 \end{aligned}$$

Based on the table above, it can be seen that the value of F_{count} 141.912 > F_{table} 2.70, then H_0 is rejected and H_a is accepted. While the significant value obtained is 0.000 where the value is smaller than (<) 0.05 so that H_0 is rejected and H_a is accepted. So it can be concluded that the regression model in this study, namely training (X1), work motivation (X2) and work discipline (X3) simultaneously have a positive and significant effect on employee performance (Y).

a. Coefficient of Determination Test (R2)

The coefficient of determination test is used to see how the variation in the value of the dependent variable is influenced by the variation of the independent variable. If the value is close to one (1), it means that the independent variables have a greater influence on the dependent variable. The following are the results of the coefficient of determination test in this study:

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	,906 ^a	,821	,815
a. Predictors: (Constant), DISIPLIN KERJA, PELATIHAN, MOTIVASI KERJA			
b. Dependent Variable: KINERJA KARYAWAN			

Based on the table above, it can be seen that the resulting Adjusted R Square is 0.815 or 81.5%. This means that 81.5% of employee performance can be influenced by training, work motivation and work discipline, while the remaining 18.5% is explained by other factors or other variables not examined in this study.

2. Discussion

a. Effect of Training (X1) on Employee Performance (Y)

Based on the results of the t test, it shows that the value of t_{count} is 2.683 > t_{table} 1.661 and a significant value is 0.009 < 0.05, then it states that H_a is accepted and H_0 is rejected. So it can be concluded that training has a positive and significant effect partially on employee performance. This is in line with the hypothesis (H1) which reads “It is suspected that training partially has a positive and significant effect on the performance of employees of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch” is acceptable.

b. The Effect of Work Motivation (X2) on Employee Performance (Y)

Based on the results of the t test, it shows that the value of t_{count} is 2,325 > t_{table} 1,661 and a significant value of 0.022 < 0.05, then it states that H_a is accepted and H_0 is rejected. So it can be concluded that work motivation has a positive and partially significant effect on employee performance. This is in line with the hypothesis (H2) which reads “It is suspected that work motivation partially has a positive and significant effect on the performance of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch” is acceptable.

c. The Effect of Work Discipline (X3) on Employee Performance (Y)

Based on the results of the ts test, it shows that the value of t_{count} 5,470 > t_{table} 1,661 and a significant value of 0.000 < 0.05, then it states H_a is accepted and H_0 is rejected. So it can be concluded that work discipline has a positive and partially significant effect on employee performance. This is in line with the hypothesis (H3) which reads “It is suspected that work discipline partially has a positive and significant effect on the performance of PT. Indofood Sukses Makmur Tbk. Medan Branch” is acceptable.

d. The Effect of Training, Work Motivation and Work Discipline on Employee Performance

Based on the F test that has been carried out, it shows that the value of F_{count} is 141.912 > F_{table} 2.70, then H_0 is rejected and H_a is accepted. While the significant value obtained is 0.000 where the value is smaller than (<) 0.05 so that H_0 is rejected and H_a is accepted. So it can be concluded that the regression model in this study, namely training (X1), work motivation (X2) and work discipline (X3) simultaneously have a positive and significant

effect on employee performance (Y). This is in line with the hypothesis (H4) which reads "It is suspected that training, work motivation and work discipline simultaneously have a positive and significant effect on the performance of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch" is acceptable.

Conclusion

Based on the results of the research described above, the following conclusions can be drawn as follows:

1. Training partially has a positive and significant effect on the performance of employees of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, with a tcount of 2.683 and a significant value of 0.009.
2. Work motivation partially positive and significant effect on the performance of employees of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, with a tcount of 2,325 and a significant value of 0.022.
3. Work discipline partially positive and significant effect on the performance of employees of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, with a tcount of 5,470 and a significant value of 0.000.
4. Training, work motivation and work discipline simultaneously have a positive and significant effect on the performance of PT. Indofood CBP Sukses Makmur Tbk. Medan Branch, with an Fcount of 141,912 and a significant value of 0.000.

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