

EMPLOYEE PRODUCTIVITY OF AGRIBUSINESS COMPANIES BASED ON TRAINING AND DISCIPLINE

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Abstract: Business competition is getting tougher, both locally and globally, requiring companies to increase their productivity with the right strategy. The optimal level of employee productivity will have a positive influence on the company's production and operational activities, both now and in the future. Employee training is one way to increase employee productivity. In addition to training, employee discipline can also increase employee productivity. The purpose of this study is to identify training programs and find out how much influence training and work discipline have on agribusiness company productivity. The object of research is the agribusiness company Packing Section employees. Data were collected through questionnaires, interviews, observations and literature studies. Prior to data analysis, the instrument questionnaire items were processed with validity and reliability tests. Then analyzed with descriptive analysis, linear regression analysis, correlation analysis, coefficient of determination and hypothesis testing. The results showed that the Packing Section employee training was carried out with the apprenticeship method and aimed at improving skills in using small machines to cut vegetables, knowledge of chemical use and firefighting training, and instructors from internal company. Research concludes that training has a significant effect on employee productivity, while work discipline has no significant effect on employee productivity. However, simultaneous training and work discipline have a significant effect on employee productivity.

Keywords: discipline; employee productivity; training.

1. INTRODUCTION

Today's business environment is increasingly competitive, both locally and globally, thus requiring companies to create appropriate strategies to improve work productivity for their employees. Employees are expected to always be able to hone their knowledge, skills and abilities, in order to be better and increase employee productivity. This factor has significance as a way of life and mental attitude of all employees. The optimal level of employee productivity will have a positive influence on the company's production and operational activities, both now and in the future. High productivity will be very beneficial, both for employers and for their employees, especially for their welfare.

In addition, the importance of employee productivity is the development planning and implementation of productive ways to use resources efficiently, while maintaining quality. Productivity also reflects employee work ethics which is reflected in good mental attitude. Employers and employees involved in a company must strive to increase productivity (Sulaeman, 2014). In order to realize good productivity in the company, several factors affect employee productivity, including training and discipline from the employees themselves.

The existence of training for employees, will provide benefits for the company that is increasing productivity. Trained employees have enough capital or ability to do work, thus contributing to the achievement of company goals. Training is not only for new employees, but training must also be given to employees who have worked for a long time in an effort to develop their skills and abilities. For employees, training provides benefits such as: additional knowledge, work skills, increased work performance and so on. As for the company, the

benefits obtained include maintained company and employee stability. According to Sikula in Hasibuan (2014), training is a short-term educational process using systematic and organized procedures, so that operational employees learn technical work knowledge and expertise for specific purposes. Training is a tangible form that companies can do to increase employee productivity. Training is needed to reduce or eliminate bad work habits or learn new skills that will increase work productivity. Endang and Jessica's (2015) research results illustrate that instructor variables, training techniques, and training assessment methods affect productivity. Based on the results of research Yudi S (2016) also concluded that the training variables significantly influence employee productivity.

Another factor that is thought to determine employee productivity is discipline. According to Rivai (2014), discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is intended so that all employees in the company are willing to comply with the rules and regulations that exist voluntarily.

The problem in this research is the low productivity of packing section employees in providing packaged ready-to-eat vegetables. Productivity in a few months is below average (512.67 kg / person), especially in April, May, July and September 2017 (Source: internal data). In addition, the existence of product returns from consumers (product returns) on average per month of 1% or 219.5 kg, is not in accordance with the company's target that determines the tolerance of the number of returned products (0%). Therefore, employee productivity needs to be improved. This can be achieved through qualified employees. The company has conducted training to encourage the skills of employees, especially the Packing Section, but has not provided optimal results. With training, it is expected to increase employee productivity. This is in accordance with the opinion of Early (2016) which states that training is one way to increase productivity. Another problem is the low discipline of Packing Section employees in complying with regulations, including not implementing SOPs in force in the company as well as the average absence of employees per month in 2017 (2.41%) which exceeds the company tolerance limit (2%). Both of these factors are thought to affect the low productivity of employees. The objectives of this study are: 1. to identify training programs 2. find out how much influence training and work discipline have on agribusiness companies' productivity, simultaneously or partially.

1.1 Training

Training is a form of short-term investment, increasing the ability to carry out current tasks (Siagian, 2014). Training is an important organizational investment in human resources, to gain skills and learning so they can use it (Wibowo, 2014). Sikula in Hasibuan (2014) states that training is a short-term educational process using systematic and organized procedures, so that operational employees learn knowledge of workmanship techniques and expertise for specific purposes.

Wexley and Latham in Marwansyah (2014) stated the objectives of the training are as follows: 1. Increasing individual awareness, 2. Increasing individual skills in one or more areas of expertise and 3. Increasing individual motivation to carry out tasks or work satisfactorily. Effective training will produce employee work productivity, not only costs, but is an investment in human assets in a company that will benefit the whole company. training not only increases employee knowledge, but also improves skills and abilities that result in increased work productivity.

1.2 Work Discipline

Discipline is a form of employee self-control and regular implementation and shows the level of sincerity of work teams in the organization. (Simamora, 2014). Solid discipline in its essence will grow and emanate from the results of human consciousness. Discipline that is not sourced from a human conscience will result in weak discipline that does not last long.

The types of work discipline include: 1. Preventive discipline is an activity carried out with a view to encouraging employees to consciously adhere to various standards and rules, so that various violations or violations can be prevented. In this case, can be grown *self-discipline* on every employee without exception. 2. Corrective discipline is an activity taken to deal with violations that have occurred against the rules and try to avoid further violations. This corrective activity can take the form of a form of punishment and is called *disciplinary action*3. Progressive discipline is an activity of giving heavier penalties for repeated violations.

1.3 Work Productivity

Various efforts were made to increase productivity through increasing the capabilities and skills of employees so that employee performance is achieved optimally. According to Siagian (2014) work productivity is the ability to produce goods or services from various resources and capabilities possessed by each employee. Sinungan (2014) states that productivity basically includes a patriotic mental attitude that looks to the future optimistically with roots in self-confidence that life today is better than yesterday and tomorrow is better than today.

According to Yuniarsih and Suwatno in Endang H and Jessica (2015), productivity can be measured by two main standards, namely physical productivity and value productivity. Physically productivity is measured quantitatively like the number of outputs (length, weight, length of time, amount). Whereas based on values, productivity is measured on the basis of the values of ability, attitude, behavior, discipline, motivation and commitment to work or task.

Sedarmayanti (2009) states that factors affecting work productivity include: mental attitude (motivation, discipline and work ethics); education, skills, management, nutrition and health and others. While the indicators of work productivity according to Sutrisno (2016) are 1. The ability of employees to carry out tasks, 2. Increasing work results achieved, 3. Working morale, seen from the work ethic and the results achieved in a day later compared to the previous day, 4. Development themselves by seeing the challenges and expectations with what is faced. and 5. The quality of work of an employee, and 6. Efficiency, the ratio between the results achieved with the overall resources used.

2 METHODS

Design of this research uses descriptive and verification methods. Descriptive method is a problem-solving procedure that is investigated by describing the situation / subject / object of research (a person, institution, etc.) at the present time based on the facts that appear as they are. (Nawawi, 1991). While the verification method is proof to test the hypotheses of the results of descriptive research with statistical calculations so that the results of the proofs that embody the hypothesis are rejected or accepted (Sugiyono, 2014)

The unit of analysis in this study is employees of the Agribusiness Company Packaging Section in Bogor. This study uses a saturated sampling technique, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2014). The sample is part or representative of the population to be studied, if the subject is less than 100 people should be taken all, if the subject is large or more than 100 people can be taken 10-15% or 20-25% (Arikunto, 2010). This is done if the population subject is not too large so the population is sampled. The sample used in this study amounted to 43 people. Data collection methods used are field research and library research. Field research is carried out by means of

observation, giving questionnaires to employees and interviews, while library research uses books, reports, journal articles that are relevant to the object of research.

Operational variables in this study was formulated as follows:

Table 1 Operational Variables

Variable	Variable Concept	Indicator	Item No.	Scale
Training (X1)	A form of short-term investments, increase the ability to execute the current task (Siagian, 2014)	1. Knowledge 2. Ability to think three. Attitude 4. Skills	1-3 4-6 7-9 10-12	Ordinal
Work Discipline (X2)	A tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase someone's awareness and willingness obey all company regulations and applicable social norms (Rivai, 2014)	1. Attendance for 2. compliance with work regulations 3. Compliance with work standards 4. High level of vigilance (Hasibuan, 2014)	1-3 4-6 7-9 10-12	Ordinal
Work Productivity (Y)	Work productivity is an efficiency measure in producing goods or services (Sinungan M, 2014)	1. Ability 2. Improving the results achieved 3. Working spirit 4. Personal development 5. Quality 6. Efficiency (Sutrisno, 2009)	1-2 3-4 5-6 7-8 9-10 11-12	Ordinal

Data analysis method used include: multiple linear regression analysis, correlation analysis, coefficient of determination analysis, and hypothesis testing (F test and t test). The results of the validity and reliability test described below:

Table 2 Validity and Reliability Test Results

Variable	Item Questions	r count	Description	Cronbach's Alpha	Description
Training	11 item>	0.3	Valid		Reliable
Work Discipline	8 items	0.764>0.3	Valid	0.780	Reliable
Productivity	9 item>	0.3	valid	0.772	Reliable

Based on the table, all items of questions for the variables of training, work discipline and productivity of employees declared invalid, because the value of r count > 0.3. In addition, all question items for training variables, work discipline and employee work productivity were also stated to be reliable because the Cronbach's Alfa value > 0.6. Thus, all statement items can be used to collect research data.

2.1 Normality Test

The normality test results can be seen in the following figure:

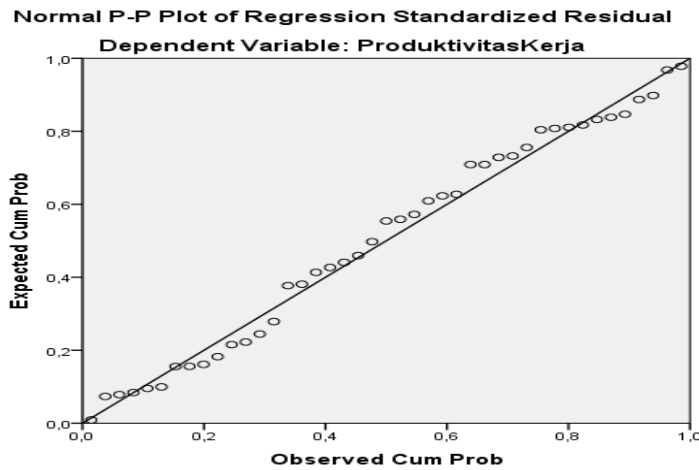


Figure 1 Normality Test Results with Graph Plot Normal Probability

Source: Primary data processed, 2018

On the graph *normal probability plot*, it can be seen that the data is spread around a diagonal line, so that this regression model meets the normality assumption.

2.2 Test Multicollinearity

The Multicollinearity test results can be seen in the following table:

Table 3 Test Results Multicollinearity

Model	collinearity Statistics		
	Tolerance	VIF	Criteria
Knowledge (X1.1)	0.533	1.875	Non Multicollinearity
Thinking Skills (X1.2)	0.454	2.200	Non Multicollinearity
attitude (X1.3)	0.290	3.451	Free of Multicollinearity of
Skills (X1.4)	0.467	2,143	Free of Multicollinearity of
Presence (X2.1)	0.484	2.067	Non Multicollinearity
Obedience at Work Procedures (X2.2)	0.414	2.413	Non Multicollinearity
Obedience on Labor Standards (X2.3)	0,900	1,111	Non Multicollinearity
Level Vigilance High (X2.4)	0.655	1.528	Non Multicollinearity

Source: Data Questionnaire (processed) , 2018

Based on the table, it can be seen that the VIF value is less than 10 and the value is *tolerance* more than 0.1, so it can be concluded that the regression model for incentive and job satisfaction variables does not occur multicollinearity problems.

2.3 Heteroscedasticity

The Heteroscedasticity test results can be seen in the following figure:

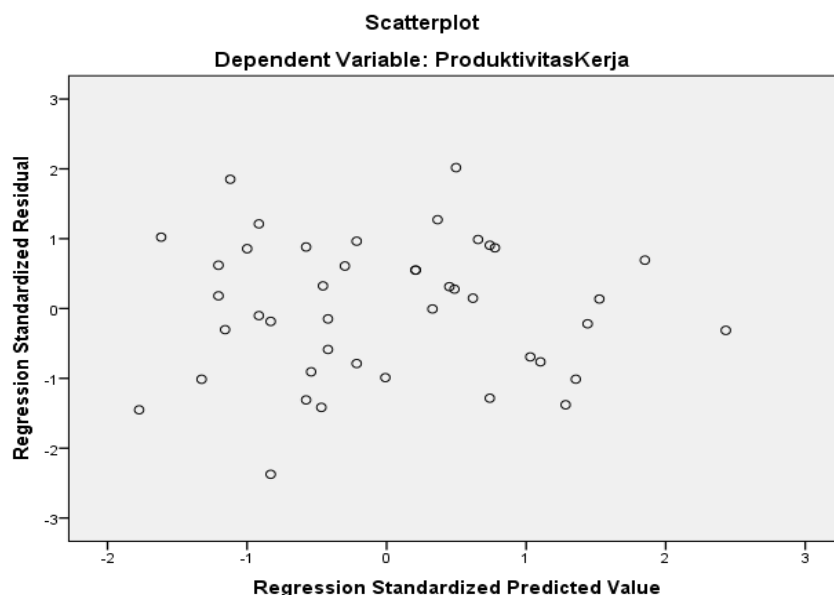


Figure 2 Scatterplot

Based on these images, it can be seen that the points on the graph *scatterplot* spread with unclear patterns above and below the number 0 at point Y, so it can be concluded that in the regression model heteroscedasticity does not occur. So that the regression model is feasible to use to predict each variable in this study.

2.4 Hypothesis Development

In improving employee productivity, companies need to pay attention to employee training and discipline. If the employee has attended training and has high work discipline, the work productivity produced by the employee will also be high. Safitri's research results (2015) states that job training and work discipline have a significant effect on the work productivity of employees of PT. Paradise Island Furniture. Simultaneously and partially, the variables of work discipline, training and skills have a significant influence on employee performance, which variable work discipline has a dominant influence on employee performance. Mapparenta (2011) research also states that education, training and work discipline simultaneously have a significant effect on employee work productivity. Other research also states that training, motivation and work discipline influence work productivity at PT Pos and Giro Manado, where the dominant variable influencing productivity is motivation. Based on the description, the hypothesis is formulated as follows:

H1: Training and work discipline simultaneously have a significant effect on work productivity.

Training has a variety of long-term career benefits that help employees to take greater responsibility in the future. Training programs will reduce *labor turnover*, make employees more productive and help them avoid obsolescence and carry out work better (Handoko, 2014). Training is a work system that must be followed or implemented by employees to improve their work ability in the implementation of the work being faced, in order to improve the knowledge, skills and attitudes of employees needed by the company in achieving its goals. Nurvi, et al (2019) stated that training is a vital and significant variable in influencing the achievement of work productivity at PT Kusumatama Mitra Selaras Jakarta. Based on the description, the following hypothesis can be formulated:

H2: Training has a significant effect on employee work productivity.

Discipline is the most important operative function of human resource management because the better employee discipline is, the higher work performance can be achieved.

Without good employee discipline, it is difficult for the organization or company to achieve optimal results (Hasibuan, 2014). Low discipline becomes a barrier and slows down the achievement of company goals. Employees must comply with regulations so that later they can become employees who have a good level of work productivity. The results of research from Safitri (2015) states that work discipline has a positive influence on work productivity, which means that if employee discipline is good, employee productivity will increase. The results of this study are in line with research by Trihudyatmanto (2019) that work discipline has a significant effect on employee work productivity. Based on these descriptions the following hypotheses can be formulated:

H3: Discipline has a significant effect on employee work productivity.

3 RESULTS

3.1 Employee Characteristics

Recapitulation table of the dominant employee characteristics based on gender, age, years of service and level of education is presented in the following table:

Table 4 Recapitulation of Employee Characteristics

No	Criteria	Characteristics	Number (Person)	Percentage (%)
1	Gender	Female	32	74
2	Ages	28 - 38 Years	21	49
3	of Service	1 to 5 Years	21	49
4	Education Levels	Elementary and Equivalents	23	54

Source: Data Processed, 2018

Based on the table, the majority of female employees (74%), this is in accordance with the nature of women who are more thorough and neat in completing work in the Packaging Section. Based on age, the majority of employees are aged 28-38 years (49%), including the productive age, so that it can be expected to produce high productivity. Based on years of service, the majority of employees have worked between 1-5 years (49%), so experience in doing their jobs is also good. Based on the level of education, the majority of employees have elementary and equivalent education (54%), this shows that the conditions of work in the Packaging Section do not require a high level of education.

3.2 Employee Responses to Work Training and Discipline

Employee training is important, both for old employees and new employees. At this company, every time a new employee is recruited, the company conducts training to improve the relevant skills, so that in carrying out the task does not encounter significant obstacles. During this time, training is carried out within the company using the method *on the job training*, where employees are trained by instructors from within the company, especially from direct superiors or experienced employees. The employee responses to the implementation of training in this company are described as follows:

Table 5 Recapitulation of Employee Responses to Training (X1)

No	Indicator	Employee Responses	Description	Interpretation
1	Knowledge	3.82	Good	Training adds knowledge that is useful for the completion of employee work

2	Thinking Ability	3, 83	Good	Training improves the ability to think for the completion of employee work
3	Attitudes	3.83	Good	Training is able to improve attitudes in the completion of employee work properly.
4	Skills	3.94	Good	Training adds skills that are useful for the completion of employee work.
Average employee assessment of training variables (X ₁)		3.85	Good	Training improves skills and attitudes in completing work properly.

Source: Data Processed, 2018

Based on the description it can be concluded that the training carried out provides several benefits for new employees in particular, namely the increase in knowledge, thinking ability, attitudes and abilities. Therefore, employees can carry out work effectively so as to increase work productivity. The packing department employee training is carried out with the apprenticeship method and aims to improve skills in using small machines to cut vegetables, knowledge of chemical use and firefighting training, and instructors from the internal company.

In addition to training, discipline can also affect employee productivity. Every company in general wants that employees who work can comply with the rules or regulations that have been set. With the enactment of regulations, both written and unwritten, it is hoped that employees will be able to exercise discipline in their work so that their productivity increases. Recapitulation of employee responses to discipline is described as follows:

Table 6 Recapitulation of Employee Responses to Discipline (X₂)

No	Indicator of	Employee Responses	Remarks	Interpretation
1	Attendance	3.91	Good	Employees come to work on time according to company regulations.
2	Compliance with Work Rules	3.81	Good	Employees work according to SOP properly such as the use of <i>chlorine</i> , the use of calibration machines (<i>metal detectors</i>).
3	Compliance with Work Standards	3.93	Good	Employees work according to established work standards.
4	Alert Level	3.80	Good	Employees work carefully according to work guidelines
Average employee assessment of discipline variables (X ₂)		3.86	Good	At work, employees are guided by SOPs, company regulations and work according to standards set carefully

Source: Data Processed, 2018

Based on the table, employee discipline is good. This illustrates that in carrying out their work, employees are guided by SOPs, company regulations, both written and unwritten, and work according to established standards.

3.3 Results Estimated regression equation

Regression coefficient calculation results are presented in the following table:

Table 7 Regression and Test Significance Coefficients

Model	unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.030	4.155		2,174,	036
Training (X1),		459,120,	583	3,838,	000
Discipline (X2),		189,170,	168	1,109,	274

a. Dependent Variable: Labor Productivity

Source: Data processed, 2018

Based on the table, then the regression equation as follows:

$$Y = 9.030 + 0,459X_1 + 0,189X_2 + e$$

The regression coefficient training to work productivity (b1) of 0,459; shows that training has a positive effect on employee productivity. This means that if training is improved, the productivity will also increase. While the disciplinary regression coefficient on work productivity (b2) is 0.189; shows that discipline has a positive effect on work productivity. This means that if discipline is improved better, productivity will also increase higher. Based on the regression equation, the effect of training (0.459) on work productivity is more dominant than the influence of discipline (0.189).

3.4 Test Results of Multiple Correlation Analysis

For the results of correlation analysis and coefficient of determination, you can see in the following table.

Table 8 Results of Multiple Correlation Testing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,708 ^a	,502	,477	2,284

a. Predictors: (Constant), Discipline, Training

b. Dependent Variable: Productivity

Work used on the table, the correlation coefficient (r) of 0.708 is in the strong category (0.60 - 0.799). This shows that between training (X₁) and discipline (X₂) with work productivity has a strong and positive relationship. That is, the better training (X₁) and discipline (X₂), the higher employee productivity, and vice versa. While the coefficient of determination (R Square) of 0.502; it means that the contribution of the influence of independent variables namely training (X₁) and discipline (X₂) on employee productivity (Y) is able to explain by 50.2%. While the remaining 49.8% is explained by other factors not examined, such as: motivation and education (Sedarmayanti, 2009), mental and physical abilities of employees (Sutrisno, 2009).

3.5 The Hypothesis Test Results

F test is used to determine whether a variable *independent* together significantly influences the variable *dependent*. Hypothesis testing using the F test with a significant level of 0.05 (α = 5%). While the t test is used to test the effect of independent variables on the dependent variable partially. Hypothesis test results are presented in the following table:

Table 9 F Test Results ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.045	2	105.022	20.138,	000 ^b
	Residual	208.607	40	5.215		
	Total	418.651	42			

a. Dependent Variable: Work Productivity

Based on the table, it can be seen that the value of F_{count} (20.138) is greater than F_{table} (2.45), and has a significant value $0.000 < 0.05$ then H_0 is rejected and H_a accepted. This means that simultaneously training and discipline variables have a significant effect on work productivity. These results are also strengthened by research conducted by R. Allail et al (2017) that simultaneous training and discipline significantly influence work performance.

Based on Table 7, the t_{count} on the training variable (X_1) was 3.838 while the $t_{\text{value table}}$ was 1.683. This shows that t_{count} is greater than t_{table} ($3.838 > 1.683$) and has a significance value of $0,000 < 0.05$, then H_0 is rejected and H_a is accepted meaning training has a significant effect on employee productivity in agribusiness companies. These results support the research results of Mapparenta (2008) which states that training has a significant effect on employee work productivity. While the t test for the discipline variable shows that the t_{count} discipline variable (X_2) is 1.109 and the t_{table} value is 1.683 ($1.109 < 1.683$) and has a significance value of $0.274 > 0.05$, it can be concluded that H_0 is accepted and H_a is rejected. This means that discipline does not have a significant effect on work productivity. The results of this study do not support previous studies conducted by Safitri (2015) and Heny (2015). However, this study is in line with the results of other studies conducted by Yanti (2014) which states that discipline does not have a significant effect on work productivity. Also, there was no significant effect between work discipline on performance at PT Patra Komala.

4. DISCUSSION

In order to guarantee the safety of its products, agribusiness companies are committed in several ways, namely: a. Application and maintenance of good based on *food manufacturing practices Good Manufacturing Practices* (GMP); b. The application and maintenance of hygienic food manufacturing methods based on *Sanitation Operation Procedures Standards* (SOP); c. The application and maintenance of the hazard analysis system and the control and control of critical points (*Hazard Analysis Critical Control Points-HACCP*); d. Implementation and maintenance of quality systems and food safety management (ISO 22000: 2005); e. Application and compliance with standards for *fresh cut vegetables* and products *fresh vegetables* and a number of relevant regulations; and f. Providing appropriate care, understanding and training for all levels of management and all employees in organizations in the company regarding food safety aspects. g. Communicating to all organizations the importance of *continuous improvement* and achieving quality of food safety.

Based on the results of the regression analysis, training has a positive effect on employee productivity, so it can be predicted that employee productivity will increase significantly if the employee is given training. Training for agribusiness company employees, especially to achieve good food manufacturing based on *Good Manufacturing Practices* (GMP). According to WHO (2019), it is generally stated that “*GMP defines quality measures for both production and quality control and defines general measures to ensure that processes necessary for production and testing are clearly defined, validated, reviewed, and documented, and that the personnel, premises and materials are suitable for the production of pharmaceuticals and*

biologicals including *vaccines*”
(https://www.who.int/biologicals/vaccines/good_manufacturing_practice/en/)

With training, the skills of packing department employees will increase so that it will reduce the return of products that have been purchased by consumers due to packaging damage. During this time, training for packing department employees is conducted if the company recruits new employees. This is to improve the skills of the employee in carrying out the tasks assigned, so that the results are satisfactory and do not get complaints from customers. The impact of the training will increase employee productivity. Therefore, indirectly the results of this study support several theories which explain that training has an effect on increasing productivity.

Every company in general wants that employees who work can comply with the rules or regulations that have been set. With the enactment of regulations, both written and unwritten, it is expected that employees will be able to carry out a disciplined attitude to work so that productivity increases. Goals and abilities also influence the level of employee discipline. The goals to be achieved must be clear and ideally set and quite challenging for the ability of employees. The goals (workers) imposed on each employee must be in accordance with the abilities of each employee, if the employee is beyond the ability of the employee or is far below the employee's ability then the seriousness of employee discipline is low.

The results of this study empirically reject the hypothesis that discipline has a significant effect on employee productivity because employees take disciplinary action to meet the discipline of time in the company, but it is not followed by the act of carrying out their work in accordance with standard operating procedures (SOP). This is reflected by the non-compliance with the methods of carrying out tasks according to SOP by some employees, such as not using masks when working, cutting vegetables in their own way, etc. This causes many packaged products that are returned by consumers because of the size that does not fit and the results are not neat pieces, so the appearance of the product is less attractive. Therefore, discipline does not significantly affect employee productivity. Although time discipline in carrying out the assigned tasks has been achieved, but if the quality of work is not good then the work productivity is not meaningful. In addition, there are other factors, namely vigilance and accuracy when working less than optimal, thus affecting work productivity.

CONCLUSION

Training and discipline simultaneously have a significant effect on the work productivity of Packing Section employees in agribusiness companies, although partially the discipline variable does not significantly influence productivity work. This is caused by some employees who work not in accordance with SOPs that have been determined. In addition, because most of the Packing Department employees are daily workers, who are not bound by all the regulations in the company. Training has a dominant effect on productivity rather than discipline. This shows that the training attended by new employees in particular is in accordance with the needs of these employees, the frequency of training is also sufficient because every new employee received by this company needs to take training first before carrying out the work that is his job, so that employees are ready and skilled at doing the work charged to him when he started working.

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