ANALYSIS OF THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, COMPETENCE, AND TRAINING ON EMPLOYEE WORK PRODUCTIVITY AT PT. SERVICE RAHARJA MANADO BRANCH

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Abstract

Human Resources are important and have a very large role to support the success of a company or organization. PT. Jasa Raharja is one of the State-Owned Enterprises (BUMN) which is engaged in social insurance. In increasing the work productivity of employees at the company, there are several factors that have an important role such as work discipline, work motivation, competence and training that must be given to employees. The purpose of this study was to analyze the effect of work discipline, work motivation, competence, and training on the work productivity of employees at PT. Jasa Raharja Manado branch either simultaneously or partially. This research method is a quantitative research method. The research was conducted at PT. Manado Royal Service. Research respondents were 47 employees. Research variables include work discipline (X1), work motivation (X2), competence (X3), training (X4), and employee productivity (Y). The distribution of the questionnaires is done online using Google Form. Data analysis and hypothesis testing used multiple linear regression with the help of SPSS software. The results were revealed through the characteristics of the research respondents and the results of regression analysis. Respondents in this study were dominated by men, married, and high income. Work discipline, work motivation, competence, and training simultaneously have a significant effect on increasing employee productivity at PT. Jasa Raharja Manado branch. Work discipline and competence partially affect the increase in employee work productivity, while work motivation and training proved to have no effect on increasing employee productivity at PT. Jasa Raharja Manado branch.

Some suggestions from this research. The management of the BUMN Jasa Raharja Company needs to increase the work productivity of its employees by focusing on work discipline and competence of the employees who work in the company because these two variables have been proven to affect the level

of work productivity. Future research can be conducted at the same location or with different variables to understand employee productivity using human resource improvement strategies. The management of the BUMN Jasa Raharja company needs to increase the work productivity of its employees by focusing on work discipline and competence of the employees who work in the company because these two variables have been proven to affect the level of work productivity. Future research can be conducted at the same location or with different variables to understand employee productivity using human resource improvement strategies. The management of the BUMN Jasa Raharja Company needs to increase the work productivity of its employees by focusing on work discipline and competence of the employees who work in the company because these two variables have been proven to affect the level of work productivity. Future research can be conducted at the same location or with different variables to understand employee productivity using human resource improvement strategies.

INTRODUCTION

Human Resources (HR) is important and has a very big role to support the success of a company or organization. Companies need human resources who have potential from leaders to employees so that company goals can be achieved. Therefore, employees must be managed in such a way that they can be useful and play an important role in advancing the company.

PT. Jasa Raharja is one of the State-Owned Enterprises (BUMN) which is engaged in social insurance. As a company in the field of social insurance, PT. Jasa Raharja never stops in maximizing the best service to customers. Besides that, PT. Jasa Raharja also serves the payment of compensation claims for traffic accidents. PT. Jasa Raharja also has 29 branch offices, 63 representative offices and 64 Jasa Raharja Service Offices (KPJR), and 1,560 SAMSAT spread throughout Indonesia and of course has many employees.

In increasing the work productivity of employees at the company, there are several factors that have an important role such as work discipline, work motivation, competence and training that must be given to employees. Work discipline here is about working time discipline, and discipline in obeying the regulations that have been set by the agency. With a high awareness in implementing company rules that are manifested in high work discipline, a work productivity will also be achieved.

The discipline essentially reflects the magnitude of a person's responsibility for the tasks assigned to him. Work discipline can be interpreted if employees always come and go home on time, do all their work properly and on time, carry out orders from superiors, and comply with all company regulations and applicable norms. To face increasingly fierce free competition, employee discipline is required to increase productivity optimally, meaning that every human resource is required to be able to carry out all their duties and responsibilities as well as possible, work quickly, precisely on the intended expectations and benefit the development of the company. According to Hasibuan (2016: 194), work discipline is something that must be instilled in every employee. Employee awareness is required by complying with applicable regulations. Regulations are very necessary to provide guidance and counseling for employees in creating good order in the agency. In addition, the agency itself must strive so that the regulations are clear, easy to understand and apply to all employees. The importance of motivation in work makes us need to understand motivation in depth. According to Terry (2006), motivation is "... getting a person to exert a high degree of effort ..." which means "motivation makes someone work for more achievement". The importance of motivation because motivation is the thing that causes, distributes and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Employee work motivation affects employee work productivity, employees must be aware of the organization's goals to accept them and employees must also be able to know the organization's expectations of accepting them as employees in the organization. Organizations expect employees to work diligently, comply with existing regulations, be disciplined and produce good work performance, because with that all organizations can achieve their goals.

For a company, choosing and having a qualified and competent workforce is not an easy job, even though the workforce in the community exceeds what the company needs. This is because each person has 3 different knowledge, skills, character (traits) and personality, which are influenced by their respective life backgrounds. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude required by the job. Competencies consisting of knowledge, abilities, attitudes, if adjusted to the field of work required by the company, can increase employee productivity. According to George Klamp, in Edison et al. (2016), competence is the underlying characteristic of a person who produces effective work and superior performance. Basically, every employee has characteristics or has a character based on the abilities that must be mastered. And that too must go through stages and processes so that the competencies possessed can be useful in the world of work.

One of the strategic steps that can be taken to achieve this target is that the company must conduct a training program to increase employee reliability, intelligence and integrity for the company. Training is one of the important factors that must be carried out by every employee who enters the company for the first time. This factor plays an important role as a supporting factor that plays an important role in various sectors. With training in a company or organization, it is possible to increase work productivity, which is also because employees already have sufficient capital or ability to achieve company or organizational goals. According to Widodo (2012: 82), Training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. According to Anshori & Indrasari (2018: 112), training is an environmental forum for employees, where they acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to work. According to Rivai & Sagala (2011: 212) Rivai and Sagala (2011: 212), training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees to carry out current jobs.

The company's productivity is expected to increase continuously to compete with other companies. Productivity is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve organizational goals legally, not violating the law, in accordance with morals and ethics. Put forward by Rivai (2013: 16). Productivity is the answer to the success or failure of the company's goals that have been set. Bosses often don't pay attention unless performance is really bad or things go awry. Therefore, training programs for employees must be implemented in any organization to increase the productivity of each employee which will increase the company's productivity. After the training program is implemented, it is expected to bring considerable benefits to the company such as increasing employee morale, increasing time efficiency in carrying out their work. The Company believes that every employee has the same opportunity to advance and develop according to the potential, expertise and opportunities available. Therefore, the Company develops human capital capabilities and competencies using an integrated approach designed by taking into account the needs of employees, organization and business objectives. Employee education and training is also aligned with strategies and policies in the field of human capital efficiently and effectively, in order to support the improvement of human capital performance.

The Company provides opportunities for employees to take part in competency development programs according to the needs of the Company, whether carried out in-house or by third parties. In 2021, the Company has enrolled 3,486 participants in 231 competency development programs, either in the form of in-house training, seminars, external training, certification, assessment, workshops and various other competency development programs. Increasing employee welfare affects employee productivity and work loyalty. This encourages Jasa Raharja to always provide proper and fair compensation as a reward for employee performance results. The salaries of all employees, both male and female, are in accordance with the minimum wage provisions set by the Government. Besides that, The company also

provides a number of incentives based on employee performance as a form of appreciation so that employees can always increase their productivity during this pandemic. Based on the description above, the authors are interested in conducting research with the title: "ANALYSIS OF THE EFFECT OF WORK DISCIPLINE, WORK MOTIVATION, COMPETENCY, AND TRAINING ON EMPLOYEE PRODUCTIVITY AT PT. MANADO BRANCH RAHARJA SERVICES".

Theoretical basis

Human Resource Management

According to Hasibuan (2019:10) human resource management is the science and art of regulating the relationship and role of the workforce to be more effective and efficient in helping the realization of the goals of the company, employees and society.

Work Discipline

According to Rivai (2011), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations.

Work motivation

Pamela & Oloko (2015) Motivation is the key of a successful organization to maintain the continuity of work in the organization with a strong way and help to survive.

Competence

According to Sedarmayanti (2009), the notion of competence is a characteristic that underlies a person and relates to the effectiveness of an individual's performance in doing his job.

Training

According to Siagian Lubis (2008:28) the definition of training is: the teaching and learning process using certain techniques and methods conceptually, it can be said that training is intended to improve the skills and work abilities of a person or group of people.

Work productivity

According to Sedarmayanti (2009), work productivity is a measure of the use of resources in an organization which is usually expressed as a ratio of the output achieved with the resources used.

RESEARCH METHODS

The type of research used in this research is quantitative research with a descriptive approach. Quantitative research method is a type of research that is systematic, planned, and clearly structured. According to Sugiyono (2013). The location of this research is PT. Jasa Raharja Manado Branch which is located on Jl. Ahmad Yani No.10A, Sario Tumpaan, Kec. Sario, Manado City, North Sulawesi. The population is the research subject. According to Sugiyono (2010:117) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population for this study are all employees of PT. Jasa Raharja Manado Branch, and for the number of employees at PT. Jasa Raharja Manado Branch totals 47 permanent employees. While the sample according to Sugiyono (2010) the sample is part of the number and characteristics possessed by the population. The sampling in this study was saturated sampling where the entire population was used as the research sample (Saebani, 2017). In this study, the population was 47 people, so the sample in this study was 47 respondents.

This study uses two types of data, namely primary data and secondary data. Primary data is data obtained directly from the object under study (not through intermediaries), primary data in this study was obtained through distributing questionnaires, interviews or questions and answers from the source

(Simamora, 2008). Secondary data is data obtained by researchers indirectly through intermediary media, namely through research results, books, articles, and various publications and related agencies that are relevant to the issues raised.According to Sugiyono (2016), the data collection technique is a step that is considered strategic in research, because it has the main goal of obtaining data. Data collection techniques used in this research are, Questionnaire, Interview, Observation. Research instrument is a tool used to collect or obtain data in conducting a research. According to Sugiyono (2013) the research instrument is "a tool used to measure the observed natural and social phenomena. Specifically, all of these phenomena are called research variables". In this study, the scale used in the questionnaire is the Likert scale. Answers from the research instrument using the Likert scale have a gradation from very positive to very negative, with 5 dimensions, ranging in value from 1 to 5. To achieve the research objectives, the method of multiple linear regression analysis was used. The data analysis technique used the classical assumption test, namely: multicollinearity test, heteroscedasticity test, normality test.

DISCUSSION RESULT

Classic assumption test

To determine whether the data on the dependent variable is normal or not, it is done by looking at the normal plot graph. If the data is a normal distribution, then the spread of the plot will be along the 45o line. From the normal plot graph, it can be seen that the distribution of the plot along the 45o line is concluded that the data is normally distributed.

Normality test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Y1
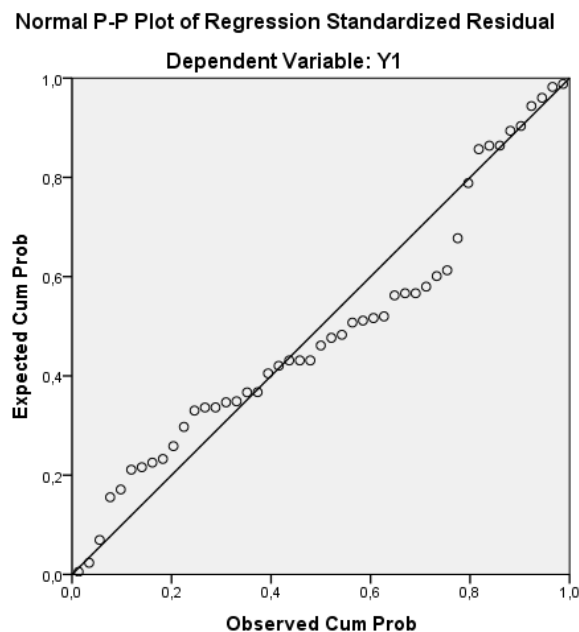
To determine the presence or absence of multicollinearity according to calculations carried out with the SPSS 23 program, it can be seen by referring to the VIF value < 10 and Tolerance > 0.1. Referring to the two opinions above, based on the results of the research that has been carried out, it can be obtained the value of

Heteroscedasticity Test
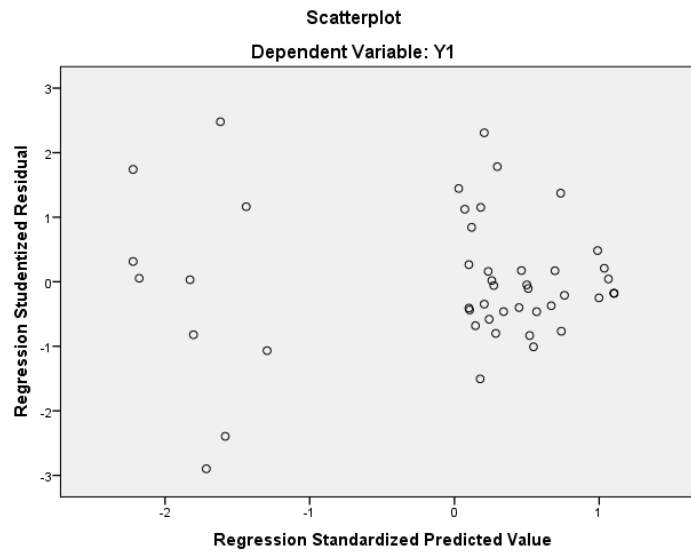
The image above the scatterplot graph displayed for the heteroscedasticity test shows points that spread randomly and there is no clear pattern formed and in the spread of the points spread below and above the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the model. regression, so that the regression model is feasible to use to predict the productivity variable (Y).

Partial Test

Partial test is a test to determine the effect of each independent variable (X) on the dependent variable (Y). Based on the results of the partial test using SPSS software, it can be seen in the following table.

Partial Test Results

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-,618	,840		-,736	,466					
X1	,331	,113	,338	2,935	,005	,974	,413	,076	0.050	19,839
X2	,246	,156	,229	1,577	,122	,975	,236	.041	,032	31,352
X3	,330	,113	,329	2,931	,005	,974	,412	,076	0.053	18,873
X4	,118	,124	,103	,957	,344	,958	,146	0.025	0.058	17,338

a. Dependent Variable: Y1

The effect of the work discipline variable partially on the work productivity of employees at PT. Jasa Raharja Manado branch is 0.331 with a significance level of less than 5% (P=0.005 <5%) which indicates that the partial relationship between work discipline and employee productivity is positive and significant.

The effect of the work motivation variable partially on the work productivity of employees at PT. Jasa Raharja Manado branch is 0.246 with a significance level of more than 5% (P=0.122 > 5%) which indicates that the partial relationship between work motivation and employee productivity is positive and not significant.

The influence of the competence variable partially on the work productivity of employees at PT. Jasa Raharja Manado branch is 0.330 with a significance level of less than 5% (P=0.005 <5%) which indicates that the partial relationship between competence and employee productivity is positive and significant.

The effect of the training variable partially on the work productivity of employees at PT. Jasa Raharja Manado branch is 0.118 with a significance level of more than 5% (P=0.344 > 5%) which indicates that the partial relationship between training and employee productivity is positive and not significant.

Simultaneous Test

Simultaneous test is a test to determine the effect of more than one independent variable (X) on the dependent variable (Y). Based on the results of the simultaneous test using SPSS software, it can be seen in the following table.

Simultaneous Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3433,561	4	858,390	362,791	,000b
	Residual	99.375	42	2,366		
	Total	3532,936	46			

a. Dependent Variable: Y1
b. Predictors: (Constant), X4, X1, X3, X2

The influence of the variables of work discipline, work motivation, competence, and training together or simultaneously on the work productivity of employees at PT. Jasa Raharja Manado branch is 362,791 (F=362,791) with a significance level of less than 5% (P=0,000 <5%) which indicates that there is a simultaneous relationship between work discipline, work motivation, competence, and training on employee productivity at PT. . Jasa Raharja Manado branch is positive and significant.

Correlation and Determination Test

The correlation coefficient test (r) is used to determine the direction and strength of the relationship between two or more variables. The direction is expressed in the form of a positive and negative relationship, while the strength or weakness of the relationship is expressed in the magnitude of the correlation coefficient. The coefficient of determination (R^2) test is used to measure how far the model's ability to explain the variation of the dependent variable is assessed with 0 and 1. A small value of the coefficient of determination means that the ability of the independent variable is very limited, while a value close to 1 means that the independent variable provides almost all the information needed to predict the variable. dependent. Based on the results of correlation and determinant tests using SPSS software, it can be seen in the following table.

Correlation and Determinant Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,986a	,972	,969	1,538	1,718

a. Predictors: (Constant), X4, X1, X3, X2
b. Dependent Variable: Y1

Based on the results of the correlation test, it was found that the value of r was 0.986 whichshows that the effect of the variables of work discipline, work motivation, competence, and training on work

productivity, has a positive direction with a very strong relationship strength of 0.986 (98.6%). Based on the determinant test (R2) is 0.972 which shows the independent variables, namely work discipline, work motivation, competence, and training provide all that is needed to explain work productivity by 97.2%, while the rest is 0.028 (2.8%) caused by other variables outside the variables that exist in this research model.

Hypothesis testing

For multiple linear regression analysis in this study using the SPSS program. The results can be seen in Table 5.3 below.

Table 5.6. Multiple Linear Regression Analysis

Variable	B	Std Error	Beta Coefficient	T Count	Sig.	Information
(Constant)	-,618	,840		-,736	,466	
Work Discipline (X1)	,331	,113	,338	2,935	,005	**Significant**
Work Motivation (X2)	,246	,156	,229	1,577	,122	Not significant
Competence (X3)	,330	,113	,329	2,931	,005	**Significant**
Training (X4)	,118	,124	,103	,957	,344	Not significant
R = 0.986		Sig. F = 0.000			Number of Samples = 47	
R Square = 0.972		F count = 362,791			= 0.05	
Adj R Square = 0.969		k = 2; nk-1 = 47 – 4 – 1 = 42				
Work Productivity (Y1): **-0.618 + 0.331X1 + 0.246X2 + 0.330X3 + 0.118X4+ e**						

The results of multiple linear regression calculations in Table 5.3 are explained as follows:

➢ Constant a is -0.618which means that if the variables of work discipline, work motivation, competence, and training remain or do not change, then the value of the work productivity variable is -0.618.

➢ The value of 0.331 indicates the magnitude of the influence of the work discipline variable on the work productivity variable, which is 0.331, with the assumption that other variables are fixed or constant.

➢ The value of 0.246 indicates the magnitude of the influence of the work motivation variable on the work productivity variable, which is 0.246, with the assumption that other variables are fixed or constant.

➢ The value of 0.330 indicates the magnitude of the influence of the competence variable on the work productivity variable, which is 0.330, with the assumption that other variables are fixed or constant.

➢ The value of 0.118 indicates the magnitude of the influence of the training variable on the work productivity variable, which is 0.118, with the assumption that the other variables are fixed or constant.

➢ sig value. of 0.005 indicates that there is a significant effect of the work discipline variable on the work productivity variable because 0.005 <0.05 where the value of 0.05 is a significant level of 5%. The significance level is below 0.05.

➢ sig value. of 0.122 indicates that there is no significant effect of the work motivation variable on the work productivity variable because 0.122 > 0.05 where the value of 0.05 is a significant level of 5%.

➢ sig value. of 0.005 indicates that there is a significant effect of the competence variable on the work productivity variable because 0.005 <0.05 where the value of 0.05 is a significant level of 5%. The significance level is below 0.05.

➢ sig value. of 0.344 indicates that there is no significant effect of the training variable on the work productivity variable because 0.344 > 0.05 where the value of 0.05 is a significant level of 5%.

➢ The results of the correlation coefficient or R of 0.986 this indicates that the influence between the variables of work discipline, work motivation, competence, and training on work productivity, has a positive and very strong influence of 0.986 or 98.6%.

➢ R Square (R2) is the coefficient of determination, and in this study the magnitude of R Square is 0.972 (97.2%), meaning that the influence of work discipline, work motivation, competence, and training variables on work productivity variables simultaneously is 0.972 or 97 .2%, while the remaining 0.028 or 2.8% is influenced by other factors outside the research model.

➢ The constant significance test (F) shows a significant value of F = 0.000 where 0.000 <0.05 which means that work discipline, work motivation, competence, and training simultaneously have a significant effect on work productivity variables.

➢ Based on the results above, the multiple linear regression equation model is obtained, namely:

$Y = -0.618 + 0.331X1 + 0.246X2 + 0.330X3 + 0.118X4 + e$

Relationship between Work Discipline and Employee Productivity

The results of the multiple linear regression analysis showed that work discipline had a significant positive effect on the work productivity of PT. Manado Royal Service. The work discipline variable is also the most influential variable on work productivity in this study. These results mean that work discipline is one of the most important variables that have an impact on increasing or decreasing employee productivity, especially in the Jasa Raharja Manado company which is engaged in the insurance industry. applies, both written and unwritten and is able to carry it out and does not shy away from accepting the sanctions if he violates the duties and authorities given to him (Siswanto, 2003). The main goal of discipline is to maximize results by preventing wastage of time and energy. In addition, discipline tries to prevent damage or loss of property, machinery, equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations The main goal of discipline is to maximize results by preventing wastage of time and energy. In addition, discipline tries to prevent damage or loss of property, machinery, equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations The main goal of discipline is to maximize results by preventing wastage of time and energy. In addition, discipline tries to prevent damage or loss of property, machinery, equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. Discipline tries to try starting work too late or ending work too early due to delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and

misinterpretations equipment, and work equipment caused by carelessness, joking or theft. Discipline tries to overcome mistakes and negligence caused by inattention, incompetence and tardiness. Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations Discipline tries to try to start work too late or end work too early because of delays or benefits. Discipline also seeks to resolve differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations The implication of this research means that work discipline is one of the most important variables from the other four variables in encouraging an increase in employee productivity at PT. Manado Royal Service.

Relationship between Work Motivation and Employee Productivity

The results of the multiple linear regression analysis found that work motivation did not have a significant effect on increasing the work productivity of PT. Manado Royal Service. This result means that work motivation is one of the variables that is not important for increasing or decreasing work productivity of PT. Manado Royal Service. Motivation is the encouragement and direction of behavior, through incentives, attention and praise, managers can motivate people to work harder and better (Machfoedz, 2005:126). Motivation questions how to direct the power and potential of subordinates, so they want to work together productively to achieve and realize the goals that have been determined. Motivation is increasingly important because managers share work with their subordinates to do well integrated with the desired goals. Motivation is very important for an organization or company, because motivation is part of the company's activities in the process of coaching, developing, directing humans as workers. In carrying out a job an employee must have motivation so that it can provide encouragement so that employees work hard and in the end can improve employee performance. The main benefit of motivation is to create a passion for work, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be done properly. That is, the work is completed according to the correct standard and within a predetermined time scale, and people will be happy to do the work. Something that is done because there is a motivation that drives it will make people happy to do it, people will feel appreciated or recognized. In this study, it was found that work motivation had no impact on increasing employee productivity at PT. Manado Royal Service. This is because work motivation does not have an impact on increasing productivity so that motivation can not be focused on by management in increasing productivity and focusing on other variables that have more influence on employee work productivity.

Relationship between Competence and Work Productivity of Employees

The results of the multiple linear regression analysis showed that competence had a significant positive effect on the work productivity of PT. Manado Royal Service. The competence variable is also the second variable that affects work productivity in this study. These results mean that competence is one of the most important variables that have an impact on increasing or decreasing employee work productivity, especially in the Jasa Raharja Manado company which is engaged in the insurance industry. Competence is the skills and knowledge that comes from the social and work environment that are absorbed, mastered and used as an instrument to create value by carrying out tasks and work as well as possible (Hartanto, 2018). Competence is important for understanding critical causal thinking, understanding the principles of good management measurement, ensuring causal relationships, and communicating the strategic work results of human resources to superiors. The implication of this research means that work discipline is one of the most important variables from the other three variables in encouraging an increase in employee productivity at PT. Manado Royal Service.

Relationship between Training and Employee Productivity

The results of the multiple linear regression analysis found that training did not have a significant effect on increasing the work productivity of PT. Manado Royal Service. This result means that training is one of the variables that is not important for increasing or decreasing the work productivity of PT. Manado Royal Service. Training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields (Widodo, 2015: 82). Training is a learning process that allows employees to carry out their current work according to standards. Training aims to improve performance, improve work skills, avoid managerial obsolescence, solve problems, orient new employees, preparation for promotion and managerial success, improving satisfaction for personnel development, and so on. One of the benefits of training is to improve employee performance and productivity. However, if the training lacks or does not have an impact on increasing productivity, it may be possible to trace whether the source comes from internal or individual employees being trained so that there is no increase in productivity or from an ineffective training system or program or training materials that are less relevant in training these employees. . In this study, it was found that training had no impact on increasing employee productivity at PT. Manado Royal Service.

CLOSING

CONCLUSION

Based on the results of the research and discussion of the research, the conclusions from the contents of this thesis are:

1. Work discipline, work motivation, competence, and training simultaneously have a significant effect on increasing employee productivity at PT. Jasa Raharja Manado branch.

2. Work discipline has a significant effect on increasing the work productivity of PT. Jasa Raharja Manado branch. Work discipline is the most influential variable on work productivity in this study.

3. Work motivation has no significant effect on increasing the work productivity of PT. Jasa Raharja Manado branch.

4. Competence has a significant effect on increasing the work productivity of PT. Jasa Raharja Manado branch. Competence is the second most influential variable on work productivity in this study.

5. Training proved to have no significant effect on increasing the work productivity of PT. Jasa Raharja Manado branch.

SUGGESTION

Based on the conclusions of this study, suggestions that can be given related to this thesis include:

1. The management of the BUMN Jasa Raharja company needs to increase the work productivity of its employees by focusing on work discipline and competence of the employees who work in the company because these two variables have been proven to affect the level of work productivity.

2. Future research can be conducted at the same location or with different variables to understand employee productivity using human resource improvement strategies.

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