

Effect of Training, Compensation and Work Discipline against Employee Job Performance

*(Studies in the Office of PT. PLN (Persero) Service Area and Network
Malang)*

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Abstract

The purpose of this study is to describe the training variable and to know the simultaneous and partial effects from the variables of training, compensation and work discipline toward the employee work performance of PT PLN (Persero) Malang Service and Network Area.

This research is an explanatory research or explanation study, which explain the causal relationship among the variables through the testing of hypotheses. This research is held in the office of PT PLN (Persero) Malang Service and Network Area. The sample in this research is 44 respondents. The independent variables are: Training (X1), Compensation (X2) and Work Discipline (X3). The dependent variable is Employee Work Performance (Y). Multiple linear regression analysis is used as the statistical method.

Based on the descriptive analysis on this research result, it can be conclude that the training followed by the employees is assessed on its target especially for the content of the material and optimal time duration. Compensation is rated in good level, especially on the salaries and complementary compensation. While for the facility element consists of vehicle and residence needs to be improved.

Employee work performance is also very positively responded in its three elements such as punctuality, work quality and work quantity. The training, compensation and work discipline simultaneously and partially have significant effects toward the employee work performance in PT. PLN (Persero) Malang Service and Network Area. The whole effects of the independent variables have a positive direction. The largest contribution comes from the training variable.

Keywords: training, compensation, discipline of work and work performance

1. Introduction

Organizational dynamics always have ups and downs in the aspirations and guidance wills their community service satisfaction. An organization, according to Rival (2004, p. 35) "Without a supported employee / employees who fit well in terms of quantitative, qualitative, and operational strategies, the organization / company will not be able to maintain its existence, develop and promote the future".

Therefore, the required qualified human resources in supporting task is the responsibility of the organization. Various studies related to variable training, compensation, and work discipline on employee performance have been carried out. Results of research conducted by Dawn S Carlson; Nancy Upton; Samuel Seaman (2006). "The Impact of Human Resource Practices and Compensation Design on performance: An Analysis of Family-Owned SMEs". The study says that training and development is positively related to performance appraisals.

Condly, Clark and Stolovitch (2008). "The Effects of Incentives on Workplace Performance: A Meta-Analytic Review of Research Studies¹". The results of the study are the incentives provided in the team has a real effect on performance superior than that of the individual incentives. In this study, it was found that financial compensation contributed higher performance than non-monetary, real incentive (Gifts, trips). The problem of training, compensation and labor discipline in improving employee performance problem faced by all companies, including PT. PLN (Persero) APJ Malang. As we know, that the public demand for electric energy supply is increasing. Electrical energy brought a very important role for the community, industry and government. As in the research, production or research, defense and security, communications and mass media, the field of household and others. Even the level of production and sale of electricity has be one measure of the progress of a country, so that the human resources needed to have a good performance in dealing with the problem, so that the human resources needed to have a good performance in dealing with the problem.

2. Theoretical Review

2.1 Training

Concerning the definition of training, Mathis and Jackson (2002, p. 5) suggested that training is a process in which people reach a certain ability to help achieve organizational goals. While Davis and Werther in Sedarmayanti (2010, p. 164), "Training prepares people to do Reviews their present jobs and development prepares employess needed knowledge, skills and attitude". That is, that the training prepares people to do their jobs now and prepare for the development of employees who need the knowledge, skills and attitudes.

Simamora (2006, p. 273) found the training (training) is a learning process that involves the acquisition of skills, concepts, rules, or attitude to improve employee performance. In line with these opinions, Handoko (2010, p. 104) exercise (training) is intended to improve the mastery of various skills and technical implementation of certain work, detailed and routine.

Training consists of a series of activities designed to improve the skills, knowledge, experience, or a change in the attitude of a person (Simamora, 2006, p. 273). According to Rival (2004, p. 226) says that, as part of educational training that involves learning to acquire and improve skills outside the education system in force in a relatively short time with methods that prefer a method that puts more emphasis on the practice rather than theory.

2.2 Compensation

Compensation is something that is received by employees in lieu of contributing their services to the company. Compensation is the implementation of human resource management functions associated with all types of pricing individual. According Sedarmayanti (2010, p. 239), compensation is everything received by employees as remuneration of their work. Furthermore, Dessler (2007, p. 85) suggested employee compensation is any form of payment or benefits granted to employees and arising from the employment of the employee.

According Hasibuan (2000, p. 108), compensation is all the income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company. Werther and Davis in Hasibuan (2000, p. 18) suggested compensation is what a worker received a reply from the work they provide, either hourly wages or salaries periodic designed and managed by the personnel. Rival (2004, p. 357), compensation is something that is received by employees in lieu of contributing their services to the company. The definition is in line with that proposed by Handoko (2010, p. 155), compensation is everything received by employees as remuneration for their work.

2.3 Work Discipline

One aspect of the power of the Human Resources (HR) may be reflected in the attitudes and behavior of discipline, because the discipline has a strong impact on an organization to achieve success in the pursuit of goals that are planned. All sorts of wisdom has no meaning if it is not supported by the administrators. According to Rival (2004, p. 444), 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 awareness and willingness of a person to comply with all company rules and social norms applicable. Keith Davis in Mangkunagara (2009, p. 129) suggests that "Dicipline is management action to enforce standards organization". Based on the opinions Keiht Davis, work discipline can be defined as the implementation of management to reinforce the organization's guidelines.

Siagian (2006, p. 304) gives the sense that: Discipline is a management action to encourage the members of the organization meet the demands of various provisions. In other words, disciplining employees is a form of training that is trying to improve and establish the knowledge, attitude and behavior of the employee so that the employee voluntarily seek to work cooperatively with other employees and to improve his performance.

Sutrisno (2011, p. 86) suggests that the discipline indicates a condition or comity that is on the employee to the company rules and regulations. Thus if the rules or regulations that exist in the company ignored, or often violated, then the employee has a poor work discipline. Conversely, if the employee is subject to the provisions of the company, describe their condition good discipline.

Haiman (in the Nawawi, 2006, p. 330) suggested the “discipline is an orderly condition, with members of the organization who behave and look at rules of the organization as acceptable behavior”. In line with this opinion, according Sulistiani (2003, p. 236) is a procedure that corrects discipline or punish subordinates for violating the rules or procedures, discipline is a form of self-control and the implementation of a regular employee and indicate the level of seriousness of work teams in an organization. Both the opinion confirms that the discipline is a very important factor in the development of an employee personality characteristics such as responsibility, confidence, perseverance in work and self-control as well as to maintain and develop appropriate behavior at work. Mean while, according Moenir (2000, p. 97) Suggests that “work discipline in its implementation should always be monitored and supervised in addition it should already be a good behavior of each employee in an organization”.

2.4 Work Performance

Term performance and performance have the same sense, work performance is derived from two words, namely achievement and work. Where the term is derived from the Dutch language achievement called Pretatic, which means that what has been created. According Mangkunagara (2009, p. 67), the term is derived from the performance of Job Performance or Performance (actual work performance or achievements accomplished by someone). So, basically achievements are achievements of the work done. Cooper defining job performance is the level of implementation of tasks that can be accomplished by a person, unit, or division by using existing capabilities and limitations that have been set to achieve the goals of the organization / company (Samsuddin, 2006, p. 159).

Mangkunagara (2009, p. 67), that the notion of performance (performance) is the result of the quality and quantity of work achieved by someone employees in performing their duties of due to the responsibilities given to him. Another opinion expressed by Dharma (1998, p. 1), that the performance is something that is done or the products / services produced or provided by a person or group of people.

Hasibuan (2001, p. 105) , that the performance is a result of work achieved in executing the tasks assigned to them based tasks skills, experience and sincerity as well as time.

2.5 Conceptual Model

In this case the researchers wanted to know the causal relationship between the concept of training, compensation and discipline of work on employee performance at the office of PT. PLN (Persero) APJ Malang. Schematically, the conceptual framework of this study can be illustrated as follows:

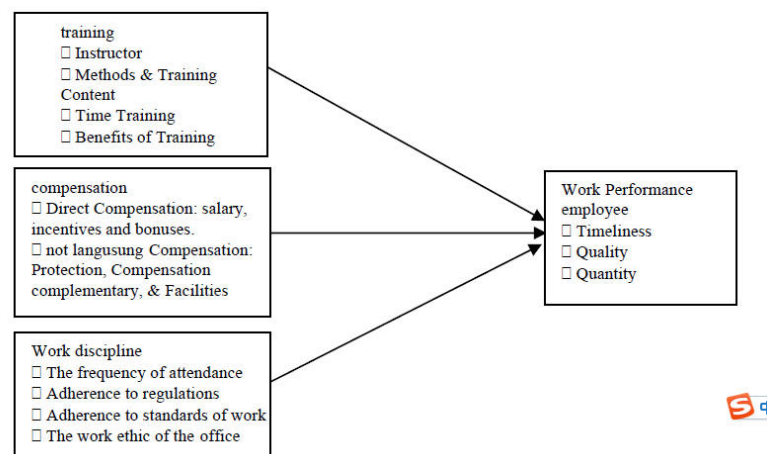


Figure 1. Conceptual model

2.6 Hypothesis

H1: Variable training, compensation and discipline simultaneously significant effect on employee performance at

the office of PT. PLN (Persero) APJ Malang.

H2: Variable training, compensation and discipline partially significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang.

Furthermore, for the formulation of the first issue (1) of the variable description of training, compensation and discipline of work on employee performance at the office of PT. PLN (Persero) APJ Malang not hypothesized for this study is exploratory, but the answer will be explained through descriptive statistical analysis.

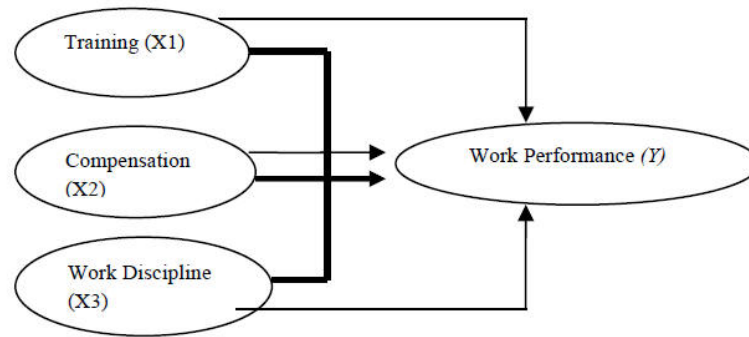


Figure 2. Model hypothesis

3. Research Methods

This type of research in this study is an explanatory research and research using quantitative approach with survey methods. According Singarimbun in Singarimbun and Effendi (1995) the method of survey research is research that takes a sample of the population and using the questionnaire as the main data collection tool. This study will determine the effect of pre-defined variables that explain the effect of training, compensation and work discipline and work performance of employees in the office of PT. PLN (Persero) APJ Malang.

This research was conducted at the office of PT. PLN (Persero) Service Area and Network Malang. Total population in this study as many as 80 people. Samples taken as many as 44 people, based on the formula Slovin with techniques of proportional stratified random sampling procedure. Data collection techniques by using a questionnaire survey method.

Instruments used in collecting the data must meet two requirements, namely the validity and reliability. And the results are all valid and reliable. So that the instrument can be used in research. The method of analysis in this research is descriptive analysis and inferential statistical analysis using multiple linear analysis, and hypothesis test (F test and t test).

3.1 Variables

3.1.1 Independent Variables

The independent variable (independent) are variables that affect that can be interpreted as a variable causes (Arikunto, 2006: 119). The independent variables in the study consisted of:

a. Training (X1)

Training is an activity carried out by the company to employees in improving the ability or competence of employees. The indicators are:

- 1) The instructor is one who has been entrusted to be a companion to deliver training materials and is responsible for guiding the participants in the activity;
- 2) Training method is a method and approach used in the implementation of training;
- 3) Training time is accumulated time that followed the training of employees in the implementation process;
- 4) Benefits of training is the training results obtained in both conceptually and practically by employees.

3.1.2 Compensation (X2)

Compensation is a form of payment or reward, either directly or indirectly provided by the company to employees on energy and his thoughts. The compensation indicator, namely:

- 1) Salary is the remuneration received by employees in the form of money periodically based on a predetermined standard company;
- 2) Additional remuneration incentives are granted to employees as a form of payment associated with performance that exceeds standards and tools to motivate employees;
- 3) Protection is a system of compensation in the form of reward, but by providing a sense of security, both in terms of financial, health, or physical safety for employees such as insurance and pensions;
- 4) Compensation is complementary indirect compensation provided to employees and not related to the usual routine work carried out during working hours.
- 5) The facility was awarded compensation to employees in the form of a material such as home office and vehicles.

3.1.3 Work Discipline (X3)

Work Discipline is an attitude and behavior of employees to comply with applicable regulations and adjust the organization to be based on self-awareness. The indicators of labor discipline, namely:

- 1) Frequency of attendance at the office on weekdays as well as the accuracy of the clock in and go home;
- 2) Compliance with applicable regulations;
- 3) Adherence to prescribed standards of work;
- 4) The work ethic of employees in the company.

3.1.4 Dependent Variable

The dependent variable (dependent) variable effect is also often referred to as a result of or dependent variable (Arikunto, 2006, p. 119). The dependent variable in this study is employee performance (Y).

- 1) Timeliness (Y1.1) is the result of an employee in performing the tasks he does appropriate time efficient;
- 2) Quantity of work (Y1.2) is the result of an employee based on the achievement of targets that have been standardized amounts in a given time by the employer or organization;
- 3) Quality of work (Y1.3) is the result of an employee based on the quality of work performed by employees, whether his work meets the quality of work as specified in the standard quality.

4. Results and Discussion

4.1 Characteristics of Respondents

Characteristics of respondents most respondents were male with a number of 26 respondents (59.1%), whereas for women were 18 respondents (40.9%). Data based on age characteristics of the respondents at most in the range of 41-50 years with a total of 16 people (36.4%), followed by respondents aged up to 30 years as many as 11 people (25%) and the remaining seven respondents (15.9%) aged 31- 40 years and 10 respondents (22.7%) over 50 years old. The education level of respondents who studied are diverse ranging from high school (SLTA) to graduate S-2. Educational composition of respondents uneven with dominance at the level of high school education, amounting to 17 people (38.6%) and graduate S-1 with the number of 15 respondents (34.1%).

4.2 Data Analysis

4.2.1 Descriptive Analysis

Descriptive analysis is intended to describe the frequency distribution of respondents based on a questionnaire distributed to 44 respondents. Descriptive analysis showed that the variables of training, compensation, work discipline and work performance of employees responded well by employees. Aspects of training undertaken by employees assessed targeted particularly containing material and the optimal duration. Compensation has also been rated as good, especially on salary and compensation complementary elements, while the elements surrounding facilities and shelter vehicles tend to assessed needs to be improved. Discipline employees considered to be very high, especially in the observance of the rules, adherence to labor standards and work ethics. Employee performance is also very positive response from almost all three elements, namely timeliness, quality of work and quantity of work. Inferential Statistical Analysis.

4.2.2 Regression Analysis

Multiple regression analysis is used to describe the relationship between the independent variables (free) to the dependent variable (dependent). The important things in the regression analysis, among others: the regression equation, the coefficient of determination (R²), the results of F-test and t-test. From the regression equation is

known that employee performance dependent variable (Y) value will be predicted by the independent variables are training (X1), compensation (X2) and discipline (X3). The third regression coefficient on the variable is positive, it can be interpreted that the increased training opportunities, improved compensation and increased discipline positive effect on employee performance. Regression equation with the standardized coefficient (beta) as follows:

$$Y = 0.411X1 + 0.306X2 + 0.323X3$$

$$R^2 = 60.7\%$$

F Test Results

Results of regression testing simultaneously explain the test results from three independent variables influence on employee performance. In the F test obtained value of $F = 23.107$ (greater than F table) and the coefficient of determination of 60.7%. The results of this test explains that simultaneously acquired a significant influence of three independent variables on employee performance with a contribution of 60.7%.

4.2.3 T Test Results

Partial effect of variable training on employee performance done by t-test. T-test results for this regression coefficient is significant ($p\text{-value} > 0.05$). Variable training with a regression coefficient of 0.417 significant effect on employee performance. This is evident from the value of $t\text{-test} = 3.423$ greater than $t\text{ table} = 2.028$ or $p\text{-value} = 0.001$ greater than $\alpha = 0.05$, statistically significant regression coefficient of training on employee performance is significant. These results explain that the diversity of employees' performance can be explained directly by training.

Partial effect of variable compensation on employee performance done by t-test. T-test results for this regression coefficient is significant ($p\text{-value} < 0.05$). Compensation with a regression coefficient of 0.211 significant effect on employee performance. This is evident from the value of $t\text{-test} = 2.934$ greater than $t\text{ table} = 2.028$ or $p\text{-value} = 0.006$ smaller than $\alpha = 0.05$, statistically significant regression coefficient of compensation on employee performance is significant. These results explain that the diversity of employees' performance can be explained directly by the compensation.

Partial effect of variable labor discipline on employee performance done by t-test. T-test results for this regression coefficient is significant ($p\text{-value} < 0.05$). Labor discipline with a regression coefficient of 0.359 significant effect on employee performance. This is evident from the value of $t\text{-test} = 2.892$ greater than $t\text{ table} = 2.028$ or $p\text{-value} = 0.006$ smaller than $\alpha = 0.05$, statistically significant regression coefficient of labor discipline on employee performance is significant. These results explain that the diversity of employees' performance can be explained directly by the work discipline.

4.2.4 Coefficient of Determination

Based on the calculations can be obtained coefficient of determination (R^2) of 0.607, meaning that the ability of the regression equation to predict the value of the dependent variable was 60.7%. Furthermore, the value of 60.7% indicates that training, and discipline compensation able to explain changes in learning achievement (Y) amounted to 60.7%, while the remaining 39.3% is explained by other variables not included in the regression model.

4.2.5 Results of Hypothesis Testing

4.2.5.1 First Hypothesis

Hypothesis H1 stated that alleged variable training, compensation and discipline simultaneously significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang. F-test results for the contribution influences together (simultaneously) from three independent variables on employee performance of 23.107 was significant ($p\text{-value} = 0.000$), thus it can be concluded that the study data support the hypothesis H1 that training, compensation and work discipline simultaneously significant effect on employee performance.

4.2.5.2 Second Hypothesis

Hypothesis H2 stated that alleged variable training, compensation and discipline partially significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang. This hypothesis is related to the three test results of regression coefficients in the regression equation. T-test results of the regression coefficients in relation to the training of employees' performance of 0.417 is significant ($p\text{-value} = 0.001$). T-test results of the regression coefficients in relation to the compensation of 0,211 employee performance is significant ($p\text{-value} = 0.006$), the t-test results of the regression coefficients in the relationship of work discipline on employee

performance of 0.359 is significant (p -value = 0.006). Third t-test results are significant, so it can be concluded that the study data support the hypothesis H2.

5. Discussion of Results

5.1 Effect of Training on Employee Performance

Results of regression analysis proves that partially significant effect of training on employee performance. Employees with good performance can be described as having ample opportunity to participate in various training appropriate to the desired competencies. These results are consistent with research conducted by Ayodeji, Michael, and Tunde (2011), Carlson, Upton, and Seaman (2006), Musriha (2009) and Lumbanraja and Nizma (2010). Empirically training component consists of the top instructors, methods and content of training, time and training benefits. All components of the training was rated as good by respondents mainly of elements that seem professional training instructors, responsible and understand the conditions of the participants. Based on the average price each indicator, the issue is still considered less training time compared with other elements, especially the opportunity that is wide enough when doing practice.

Training is an activity that is programmed to increase the skills, experience, knowledge, or the discussion of individual attitudes. According Simamora (2006, p. 273), the training consists of a series of activities designed to improve the skills, knowledge, experience, or change one's attitude. In line with the opinion of a worn, Handoko (2010, p. 103) that there are two main objectives of training and employee development programs. First, training and development is done to close the "gap" between the skill or ability of the employee to the position request. Second, these programs are expected to improve the efficiency and effectiveness of employees in achieving work goals that have been set. More training activities directed at meeting the short-term for operational tasks. The expected output of the training is the creation of human resources trained to be able to work on short-term operational tasks better. For employees who do not get the training will take longer in the operational tasks that have not been assigned. Similarly, employees who do not get the training will be relatively more difficult to resolve operational tasks more effectively because there are no updates to the technical ability to complete the job.

In meeting the demand for qualified human resources, one of which is through training. The provision of training to employees, not just solely to meet the needs of the organization but also to meet the needs of employees who feel the importance of training. The importance of training for employees that is in addition to improving their knowledge and skills, but also became one of the requirements that must be met in order to improve the career ladder.

Seen from the point of improvement of knowledge and skills, training in essence is one solution that can help employees to resolve the problems it faces. Therefore, if the employee has been unable to solve the problem, it is expected that the concerned will be able to achieve good performance. Similarly, from the standpoint of the interests of employees in order to achieve the level of his career, the employee who has followed the readiness and training can have confidence in the competence qualified for the position. From this analysis the basis that the relationship between the training program with employee performance. However, to obtain the maximum results from the implementation of training in improving employee performance, it is necessary to take effective measures, as proposed by Rival (2004, p. 236), namely: needs assessment, training and development objectives, program materials, principles learning, as well as the actual program evaluation and feedback.

5.2 Effect Compensation Performance against Employees

Results of regression analysis proves that partially significant effect of compensation on employee performance. Employees with good performance can be explained because they feel that the company has provided compensation directly or tidka direct eligible and meet the principles of fairness for employees. These results are consistent with research conducted by Carlson, Upton, and Seaman (2006), Musriha (2009), Condly, Clark, and Stolovitch (2008), Nurtjahjani (2008), Wardani (2009) and Mahmum (2010). Empirically compensation component consists of salary, incentives, protection, compensation and facilities complement. All components of compensation has been assessed both by the respondents primarily of salary elements include payroll system that can motivate employees satisfactory and the amount of salary that has been assessed fair and decent. Based on the average price on each indicator, the issue of incentives and facilities are still considered less than other elements, especially beyond the salary and allowances of appreciation in the form of awards for various achievements.

One of the factors that affect a person's work performance with compensation is based on the aspects of feasibility and fairness. Rival (2004, p. 357) explains that if managed properly, the compensation will help the

company to achieve and acquire, maintain, and keep good employees. Accordingly, the purpose of providing compensation to employees, among others: ensure the livelihood of employees and their families, improve performance, increase the self-esteem of employees, strengthen the working relationship between employees, prevent employees leaving the company, increasing labor discipline, energy efficiency potential employees, the company can compete with the labor market, facilitate the company achieve goals, implement the legislation in force and the company can provide new technology. In an organization must actually designing the compensation system effectively and efficiently. In addition to the feasibility and fairness aspects, which should be considered is the system of performance-related compensation due to higher employee performance is achieved, then the higher the compensation it receives. To encourage employees' performance, then it must be done properly and systematically.

With the provision of adequate compensation, the employee will be able to work quietly and concentrate all his mind to finish the work which it is responsible. If employees are classified as potential will be able to develop his or her potential to produce a good performance of the company. If such things can be realized, then the company will be able to achieve its objectives.

The relationship between compensation and performance is expressed also by Irawan (1997, p. 212) that inadequate compensation can reduce work performance, motivation and job satisfaction, and even lead to potential employees left the company. Conversely, adequate compensation system can improve employee performance, job satisfaction, maintain employee potential and is a factor that can attract potential qualified personnel to join.

5.3 Effect of Work Discipline against Employee Job Performance

Results of regression analysis proves that partially significant effect of discipline work on employee performance. Employees with high work performance can be described as having a high work discipline both in planning, implementing and evaluating seluruh series of jobs in PT PLN. These results are consistent with research conducted by Ernawati and Marjono (2007), Suprayitno and Sukir (2007) and Thoha Mahmud (2010). Empirically component consists of labor discipline on the frequency of attendance, adherence to rules, adherence to labor standards and work ethics. All components work discipline has been assessed both by the respondents, especially from the elements work ethic that includes the ability of adjustment to the environment, to maintain good relations with each other as well as superiors and accustom themselves to work well and honestly. Based on the average price on each indicator, frequency of attendance issues are still considered less than other elements, particularly the perception that the timing is not important when compared with the completion of a job.

Labor discipline can be seen as a huge benefit, both for the organization and for the employees. For the organization of their work discipline will ensure the maintenance of order and the smooth implementation of the tasks, in order to obtain optimal results. As for the employees will obtain a pleasant working atmosphere that will add to the spirit of the work in carrying out his job. Thus, with the working conditions of regular and purposeful as the application of labor discipline on employees, it will be able to affect the work performance of employees.

According to Sutrisno (2011, p. 97) explains that labor 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 awareness and willingness of a person to comply with all company regulations and social norms applicable. Labor discipline should be owned by every employee and the employee must be cultivated in order to support the achievement of organizational goals as a form of compliance with the rules of work and also as ***a responsibility themselves to the company***.

Implementation is based on awareness of the discipline with the creation of a state of harmony between desire and reality. To create the harmonious conditions must first be realized harmony between the obligations and rights of employees. So it can be concluded that the discipline is the loyalty and obedience of a person or group of persons against regulatory rules written or unwritten, which is reflected in the behavior and actions. It thus proves when working discipline has an influence on employee performance.

5.4 Theoretical Implications

This study provides the results of that training, compensation and discipline significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang. All independent variables have influence with positive direction and the largest contribution comes from training. Training undertaken by employees assessed targeted particularly containing material and the optimal duration. Compensation has also been rated as good, especially on salary and compensation complementary elements, while the elements surrounding facilities and shelter vehicles tend to assessed needs to be improved. Discipline employees considered to be very high,

especially in the observance of the rules, adherence to labor standards and work ethics. Employee performance is also very positive response from almost all three elements, namely timeliness, quality of work and quantity of work. It provides the theoretical implications that support existing theories and supports previous research.

The findings of this study can help PT. PLN (Persero) APJ Malang in the management of resource management, especially to improve employee performance through training, compensation, and work discipline. In general, the findings of this study and identify the organization can know the things that became the needs and desires of employees so that they can be taken into consideration and evaluation of a comprehensive organization in the preparation of human resource management policies in the organization in the future, as an equal opportunity employer to all employees to participate in education and training, improvement of intellectual abilities and physical abilities of employees on an ongoing basis through various activities organized by the employees.

Furthermore, based on the theoretical implications of these results is the need for research to determine indicators of appropriate training programs and in accordance with the requirements, the type and amount of decent and fair compensation, and high labor discipline that can affect employee performance. In addition, it is also necessary to add another variable that research findings-similar studies will provide scientific information that is complete, in-depth and tested that will ultimately be able to contribute in advancing the interests of the academic field or in the development of science.

5.5 Limitations of Research

Some limitations of the study that can be drawn from this study as follows:

- 1) Not all potential respondents are willing to become respondents in this study, due to the busyness and its time constraints and the fear of the respondents that the answers given will affect him.
- 2) In this study has limitations on the number of respondents still little that is numbered 44 people, so hopefully in future studies to conduct a larger study respondents or can do the research population / census.
- 3) The limited availability of supporting data provided from the company and not all of the latest data.
- 4) The study was limited to a discussion of the three independent variables should be expanded by adding an intervening variable that is working ability or competence of employees that may affect employee performance.
- 5) At work discipline variable (X3) and performance (Y) assessment process or the distribution of questionnaires carried out directly by the employees who responded by using the self-assessment so hopefully in the next research assessment can be carried out by the leadership.

6. Conclusions and Suggestions

6.1 Conclusion

- 1) The conclusion of the results of the descriptive analysis, among others, attended the training of employees rated targeted particularly containing material and the optimal duration. Compensation has also been rated as good, especially on salary and compensation complementary elements, while the elements surrounding facilities and shelter vehicles tend to assessed needs to be improved. Discipline employees considered to be very high, especially in the observance of the rules, adherence to labor standards and work ethics. Employee performance is also very positive response from almost all three elements, namely timeliness, quality of work and quantity of work.
- 2) Training, compensation and discipline simultaneously significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang.
- 3) Training, compensation and discipline partially significant effect on employee performance at the office of PT. PLN (Persero) APJ Malang. All independent variables have influence with positive direction and the largest contribution comes from training. Ongoing electrical activity and dynamic service from time to time to update technology and other tools to support the creation of high performance, employees must receive extensive training opportunities with appropriate materials.

6.2 Suggestion

- 1) The company is expected to perform an improvement in terms of training, such as training instructors, who are expected are more competent in their field, more specifically in understanding the condition of the participants. In addition, the material used in the training should be in accordance with the requirements, the duration of training should be in accordance with the needs of the employee and should adjust the time to practice the training materials as well as further improve the output / training benefits.
- 2) In the aspect of the company's compensation are expected to increase in several ways, such as observance of

the decent and fair remuneration, benefits beyond salary increases, additional incentives in accordance with the performance, improve safety protection program, pay attention to retirement schemes, more objective promotion based on merit employee, should the award given by the company in accordance with the employee's performance, providing facilities based on position, creating a conducive working environment, and pemebrian facilities (offices, places of worship, park) is adequate so as to improve employee performance.

3) The need for improvement in the discipline of employees in particular the importance of timeliness in carrying out the work so that it can be done well.

4) In the performance aspects of the company's employees are expected to pay attention and increase the willingness of employees to work overtime to finish. Improved performance for each employee can be enhanced through participation in trainings held either regularly or irregularly in accordance with the field work.

5) For subsequent researchers suggested that developing this research by adding other variables such as: the ability to work, competence and job satisfaction of employees theoretically also can affect work performance, and involve variables and indicators that have not been covered in this study such as leadership style, commitment organization, and culture of the organization that will be able to produce a new and more comprehensive findings.

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