



The Influence of Competence, Training and Work Discipline on Employee Performance of PT. Pos Indonesia (Persero), Binjai Branch Essay 2021

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ABSTRACT

Does competency affect the performance of employees of PT. Pos Indonesia (Persero) Binjai Branch, Does training affect the performance of the employees of PT. Pos Indonesia (Persero) Binjai Branch, Does work discipline affect the performance of employees of PT. Pos Indonesia (Persero) Cabang Binjai and whether the competence, training and work discipline affect the performance of employees of PT. Pos Indonesia (Persero), Binjai Branch. The population in this study were employees of PT. Pos Indonesia (Persero) Cabang Binjai as many as 75 employees, and the research sample was 57 employees using the entire population. The research model technique uses Multiple Linear Regression Analysis, with data analysis techniques in the form of classical assumption tests, coefficient of determination and research hypothesis testing (simultaneous and partial). The results showed that there was a significant and positive influence of competency variables on the employee performance variables of PT. Pos Indonesia (Persero) Cabang Binjai, there is a significant and positive influence of training variables on the employee performance variables of PT. Pos Indonesia (Persero) Binjai Branch, there is a significant and positive influence of work discipline variables on employee performance variables of PT. Pos Indonesia (Persero) Binjai Branch, tests conducted simultaneously showed that the variables of competence, training and work discipline had a significant effect on the performance of employees of PT. Pos Indonesia (Persero), Binjai Branch. R Square is 0.548 or 54.8%, which means that the influence of competence, training and work discipline on employee performance is 54.8%, while the remaining 45.

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1. Introduction

Performance is the result of work that has a relationship to the strategic goals of the organization. If the results of employee performance are not optimized, it will affect organizational performance which is not optimal, otherwise if employee performance increases, the effectiveness and productivity of the company will also increase. Individual performance is influenced by competency factors, competence can affect the level. Work results achieved by employees with the ability to carry out or do a job that is based on the skills and knowledge demanded by the job.

In addition to competence, training can also affect employee performance. Improving the performance of human resource employees can be done by providing trainings, the implementation of training provided to human resources is carried out in line with the development of the company. In addition to competence and training, work discipline can also affect employee performance levels. Through discipline will reflect strength and success in their work. With a high work discipline, it can make it easier for the company to achieve its goals, if employees have work discipline, the employees will work effectively and can efficiently work time so that irregularities will occur that can harm the company and can improve the employee's own performance.

PT. Pos Indonesia (Persero) is an Indonesian state-owned company (BUMN) engaged in postal services. Where PT. Pos Indonesia (Persero) also has products that are offered in the form of philately and consignment (stamps and seals), AdmailPos, Express Mail Service (EMS) and international RLN, Export Post, Postal Packages (Ordinary, Kilat, Special Express, Express, Jumbo), Postal (Ordinary, Kilat, Special Express, Express), Logistics, Cargo, Bank Channeling, Fund Distribution (Western Union and PosPay), Giro Pos, Wesel Pos, Gallery Pos, PostShop and Pos Niaga (eliminated). PT. Pos Indonesia (Persero) Cabang Binjai is still using



Based on the preliminary research conducted at PT. Pos Indonesia (Persero) Binjai Branch, found several problems that arise over employee performance including not optimal employee performance, this is evidenced by some employees are still not tidy in carrying out their duties, using and maintaining work tools owned by the company, in addition to some employees who are absent. and being negligent from their work so that they interfere with the continuation of the work achievement to be achieved, which results in not optimal employee performance, this can be seen by not completing work on time.

Apart from that, the level of competence is still low, where there are still employees who do not have the knowledge and skills to support their work, and there are still employees who rarely come up with new ideas for organizational progress. From the level of training at companies that is rarely carried out, even companies are not sure in implementing training every year, apart from competence and training, work discipline is still low in the company, as evidenced by the inaccuracy of employees in completing tasks, not using office equipment properly and also some employees do not comply with office regulations.

2. Research methods

2.1 Approach, Type and Nature of Research

The approach in this research is a quantitative approach, because this research is presented with numbers. This type of research according to its level of explanation is descriptive quantitative. According to Sugiyono (2014) states that explanatory level research is the level of explanation. The nature of this research is descriptive explanatory. According to Sugiyono (2014), explanatory research is research that intends to explain the position of the variables studied and their relationship between one variable and another.

2.2 Place and time of research

This research was conducted at PT. Pos Indonesia (Persero) Binjai Branch which is located at Jalan Sutomo No. 25 Binjai, Kelurahan. Heroes of North Binjai District. This research is planned for May 2020 to February 2021.

2.3 Population and Sample

The population of this research is permanent employees of PT. Pos Indonesia (Persero) Cabang Binjai, totaling 57 permanent employees. The research sample used a saturated sample, namely using the entire population of researchers totaling 57 permanent employees.

2.4 Types and Sources of Data

The type of data in this study is in the form of quantitative data and the research data sources consist of:

- a. Primary data sources
Primary data in this study include the results of filling out questionnaires and interviews.
- b. Secondary data sources
Secondary data in this study include company profiles, organizational structures and data obtained from books, theories and data related to the problems studied.

2.5 Identification and Operational Definition of Research Variables

Operational definitions and variable measurement provide an understanding of variables by specifying the activities or actions needed by researchers to measure these variables can be seen in table 1.

The independent variables in this study are Competence, Training and Work Discipline, while the dependent variable is Employee Performance as follows:

Table 1
Operational Definition and Variable Measurement

Variable	Definition	Indicator	Measurement Scale
Competence (X1)	The ability to carry out or perform a job or task which is based on skills and knowledge and is supported by the work attitude demanded by the job Source: Wibowo (2017: 102)	1. Motive 2. Character 3. Self concept 4. Knowledge. 5. Skills. Source: Wibowo (2017: 112)	Likert scale
Training (X2)	Done to improve the mastery of various skills and techniques for certain work implementation in a relatively short time (short). Melmambessy Moses (2011: 65).	1. Type of Training 2. Training materials 3. Training Time Source: Melmambessy Moses (2011: 69)	Likert scale
Work Discipline	Compliance with established rules so that in everyday speech the term is usually	1. Punctuality 2. Use office equipment well	

Variable	Definition	Indicator	Measurement Scale
(X3)	associated with an orderly state, a condition in which a person's behavior follows certain predetermined patterns. Source: Soerjono (2010: 61	3. High responsibility 4. Produces satisfying work 5. Compliance with office rules Source: Soerjono (2010: 67)	
Employee performance (Y)	Work results achieved by a person are based on job requirements (job requirements). Source: Bangun (2012: 231)	1. Quantity of work 2. Quality of work 3. Punctuality 4. Presence 5. Cooperation ability Source: Bangun (2012: 233)	Likert scale

2.6 Test the Validity and Reliability of Variable Instruments

a. Validity Test

Validity is a measure that shows the levels of validity or validity of an instrument (Arikunto, 2010: 168). In the Pearson Product Moment Correlation formula, with the following conditions:

- 1) If $r_{count} > r_{table}$ and is positive, then the variable is valid.
- 2) If $r_{count} < r_{table}$, then the variable is invalid.

b. Reliability Test

The reliability test is used to show that an instrument is reliable enough to be used as a data collection tool because the instrument is good (Arikunto, 2010: 178). The Cronbach Alpha (α) statistical test is used to test the reliability level of a variable. If alpha approaches one, the more reliable the data reliability.

2.7 Research Model

a. Multiple Linear Regression Analysis

The results of data collection will be collected for each variable as a value for each respondent and can be calculated through the SPSS program. The method of analyzing data uses statistical calculations and the SPSS program to test the predetermined hypothesis whether it can be accepted or rejected. In this study, statistical calculations used the Regression Analysis Model with the following equation

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 +$$

2.8 Data analysis technique

a. Classic assumption test

1) Normality test

According to Sujarweni (2014: 52), the normality test aims to find out the distribution of data in the variables to be used in the study by using a histogram graph that compares the observed data with a distribution that is close to normal distribution. In addition to looking at the histogram graph, you can also see the graph of the normal probability plot.

2) Multicollinearity Test

The multicollinearity test is carried out by comparing the tolerance value and the variance inflation factor (VIF) value with the required values. The required value for the value of tolerance is greater than 0.1, and for a VIF value of less than 10 (Ghozali, 2016: 88).

3) Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variants from the residuals of one observation to another. If the variance of the residuals from one observation to another is constant, then it is called Homoscedasticity and if it is different it is called Heteroscedasticity.

b. Coefficient of Determination

The coefficient of determination (R^2) in essence measures how far the ability of the explanatory variables, namely competence (X1), training (X2) and work discipline (X3), in explaining the variation of the dependent variable, namely employee performance (Y). The coefficient of determination is between zero (0) and one (1). A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. The formula for measuring the proportion is:

$$D = R^2 \times 100\%$$

c. Research Hypothesis Test

1) Partial Hypothesis Testing (t-test)

The t test is carried out to determine the effect of each independent variable partially on the dependent variable. The test is as follows:

Ho: means that the independent variable has no effect on the dependent variable. $\beta = 0$,

Ha: $\neq 0$, meaning that the independent variable has an effect on the dependent variable. β

The basis for making decisions in this test are:

- a) If $t_{count} \leq t_{table}$ then Ho is accepted, meaning that the independent variable has no significant effect on the dependent.
- b) If $t_{count} \geq t_{table}$ then Ho is rejected, meaning that the independent variable has a significant effect on the dependent.

2) Simultaneous Hypothesis Testing (F-Test)

This test is conducted to determine whether all the independent variables together (simultaneously) can affect the dependent variable. The method used is to compare the calculated F value with the F table with the following conditions (Ghozali, 2016: .85):

Hypothesis testing criteria, namely:

Ho: means that the independent variable has no effect on the dependent variable. $\beta = 0$,

Ha: $\neq 0$, meaning that the independent variable has an effect on the dependent variable. β

The basis for making decisions in this test are:

- a) If $F_{count} \leq F_{table}$ then Ho is accepted, meaning that the independent variable has no significant effect on the dependent.
- b) If $F_{count} \geq F_{table}$ then Ho is rejected, meaning that the independent variable has a significant effect on the dependent.

2.9 conceptual framework

The influence of competence and training, work discipline on employee performance can be formulated in a conceptual framework in this study, as follows:

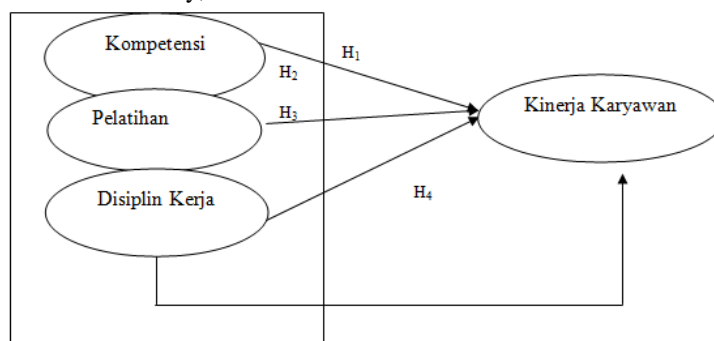


Fig 1 conceptual framework

2.10 Hypothesis

The hypotheses or provisional answers proposed in this study are as follows:

- a. Competence affects the performance of employees of PT. Pos Indonesia (Persero), Binjai Branch
- b. Training has an effect on employee performance of PT. Pos Indonesia (Persero), Binjai Branch
- c. Work Discipline affects the performance of employees of PT. Pos Indonesia (Persero), Binjai Branch
- d. Competence, training and work discipline affect the performance of PT employees. Pos Indonesia (Persero), Binjai Branch

3. Research Results and Discussion

3.1 Characteristics of Respondents

The grouping of respondents in this study is intended to determine the level of proportion of gender grouping of men and women, aged 21-30 years, 31-40 years, 41-50 years and over 41 years of age, for the latest type of education owned by employees, where the latest type of education of employees can be grouped into 4 groups, namely: SMA, D-3, Undergraduate, and Postgraduate.

a. Respondents' Explanation of Research Variables

1) Respondents' answers to the Competency variable (X1)

Table 2

Description of Respondents' Responses Regarding the Competence of PT. Pos Indonesia (Persero), Binjai Branch

No. Per	Alternative Answers												amount	
	SS		S		KS		TS		STS		F	%		
	F	%	F	%	F	%	F	%	F	%				
1	24	42.1	32	56.1	1	1.8	0	0	0	0	57	100		
2	27	47.4	30	52.6	0	0	0	0	0	0	57	100		
3	24	42.1	32	56.1	1	1.8	0	0	0	0	57	100		
4	30	52.6	26	45.6	1	1.8	0	0	0	0	57	100		
5	24	42.1	33	57.9	1	1.8	0	0	0	0	57	100		
6	24	42.1	31	54.4	2	3.5	0	0	0	0	57	100		
7	32	56.1	25	43.9	0	0	0	0	0	0	57	100		
8	27	47.4	30	52.6	0	0	0	0	0	0	57	100		
9	28	49.1	28	49.1	1	1.8	0	0	0	0	57	100		
10	30	52.6	26	45.6	1	1.8	0	0	0	0	57	100		

Source: *Research Data Processed, 2020*

Based on research conducted on the answers of respondents who agree that the competencies possessed by employees are good through distributing questionnaires that have a strong influence within the company. Evidenced by the answers of respondents who dominate the answers to agree..

Table 3

Description of Respondents' Responses Regarding the Training of PT. Pos Indonesia (Persero), Binjai Branch

No. Per	Alternative Answers												amount	
	SS		S		KS		TS		STS		F	%		
	F	%	F	%	F	%	F	%	F	%				
1	35	61.4	21	36.8	1	1.8	0	0	0	0	57	100		
2	25	43.9	30	52.6	2	3.5	0	0	0	0	57	100		
3	30	52.6	27	47.4	0	0	0	0	0	0	57	100		
4	21	36.8	33	57.9	3	5.3	0	0	0	0	57	100		
5	30	52.6	27	47.4	0	0	0	0	0	0	57	100		
6	32	56.1	24	42.1	1	1.8	0	0	0	0	57	100		

Source: *Research Data Processed, 2020*

Based on research conducted on respondents' answers who agreed that the training carried out by the company was good through distributing questionnaires that had a strong influence within the company. Evidenced by the answers of respondents who dominated the answer strongly agreed..

Table 4

Description of Respondents' Responses Regarding Work Disciplines of PT. Pos Indonesia (Persero), Binjai Branch

No. Per	Alternative Answers												amount	
	SS		S		KS		TS		STS		F	%		
	F	%	F	%	F	%	F	%	F	%				
1	22	38.6	35	61.4	0	0	0	0	0	0	57	100		
2	26	47.3	31	56.4	0	0	0	0	0	0	57	100		
3	22	38.6	35	61.4	0	0	0	0	0	0	57	100		
4	27	49.1	30	52.6	0	0	0	0	0	0	57	100		
5	29	52.7	28	50.9	0	0	0	0	0	0	57	100		
6	29	52.7	28	50.9	0	0	0	0	0	0	57	100		
7	26	47.3	30	52.6	1	1.8	0	0	0	0	57	100		
8	23	40.4	31	54.4	3	5.3	0	0	0	0	57	100		
9	34	59.6	23	40.4	0	0	0	0	0	0	57	100		
10	31	54.4	23	40.4	3	5.3	0	0	0	0	57	100		

Source: *Research Data Processed, 2020*



Based on research conducted on respondents' answers who agree that the discipline of work carried out by employees is good through distributing questionnaires that have been carried out has a strong influence within the company. Evidenced by the answers of respondents who dominate the answers to agree..

Table 5

Description of Respondents' Responses Regarding Employee Performance of PT. Pos Indonesia (Persero), Binjai Branch

No. Per	Alternative Answers											
	SS		S		KS		TS		STS		amount	
	F	%	F	%	F	%	F	%	F	%	F	%
1	37	64.9	19	33.3	1	1.8	0	0	0	0	57	100
2	33	57.9	24	42.1	0	0	0	0	0	0	57	100
3	22	38.6	35	61.4	0	0	0	0	0	0	57	100
4	32	56.1	25	43.9	0	0	0	0	0	0	57	100
5	26	45.6	29	50.9	2	3.5	0	0	0	0	57	100
6	25	43.9	30	52.6	2	3.5	0	0	0	0	57	100
7	25	43.9	32	56.1	0	0	0	0	0	0	57	100
8	26	45.6	30	52.6	1	1.8	0	0	0	0	57	100
9	29	50.9	28	49.1	0	0	0	0	0	0	57	100
10	28	49.1	29	50.9	0	0	0	0	0	0	57	100

Source: Research Data Processed, 2020

b. Classic assumption test

1) Normality test

The normality test tests the independent variable data (X) and the dependent variable data (Y) on the resulting regression equation, whether normally distributed or not normally distributed. Normality testing is done by using a normal probability plot test. Regression fulfills the normality assumption if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern.

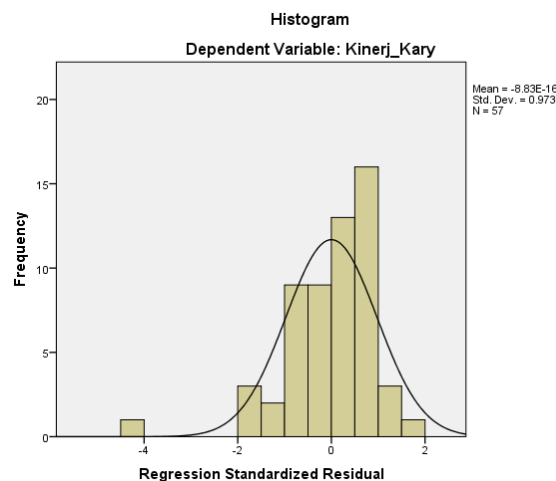


Fig 2 Histogram Graph

Based on the appearance of Fig. 2 above, it can be seen that the histogram graph shows the existence of a good data pattern. The standardized residual regression curves form a bell-like figure and follow the direction of the diagonal line so that it meets the assumption of normality.

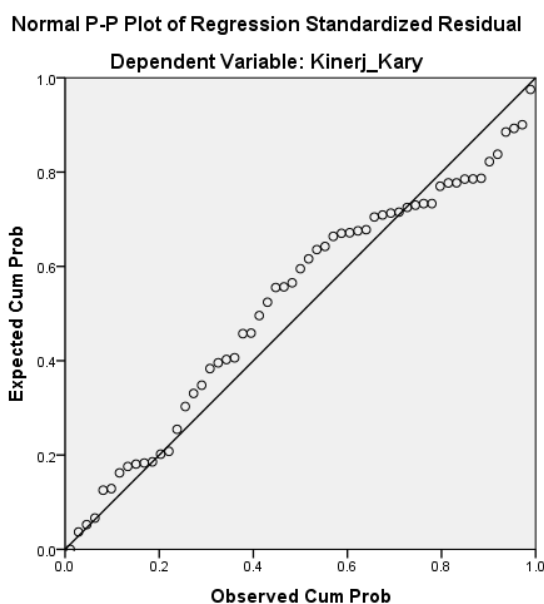


Fig 3 Research using the P-Plot

Based on Figure 3 normal probability plot above, it can be seen that the Figan data shows a good pattern and the data spreads around the diagonal line and follows the direction of the diagonal line, so the normal probability plot graph is normally distributed.

2) Multicollinearity Test

Table 6
Multicollinearity Test

Model		Coefficientsa			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Kompt_	.645	.279	.195	.494	2,025
	Coach_	.610	.318	.225	.617	1,621
	Disipl_Kerj	.634	.320	.227	.555	1,803

a. Dependent Variable: Kinerj_Kary

In Table 6, the following conclusions can be made:

- a) Competence (X1) with a tolerance value of 0.494, greater than 0.10 and a VIF value of 2.025, less than 10.
- b) Training (X2) with a tolerance value of 0.617 greater than 0.10 and a VIF value of 1.621 less than 10.
- c) Work Discipline (X3) with a tolerance value of 0.555 greater than 0.10 and a VIF value of 1.803 less than 10.

Because the tolerance value obtained for each variable is greater than 0.10 and the VIF value obtained for each variable is less than 10, it means that the competency, training and work discipline variable data are free from the presence of multicollinearity symptoms

3) Heteroscedasticity Test

The results of the analysis of the heteroscedasticity test using a scatterplot graph are shown in the following Figure:



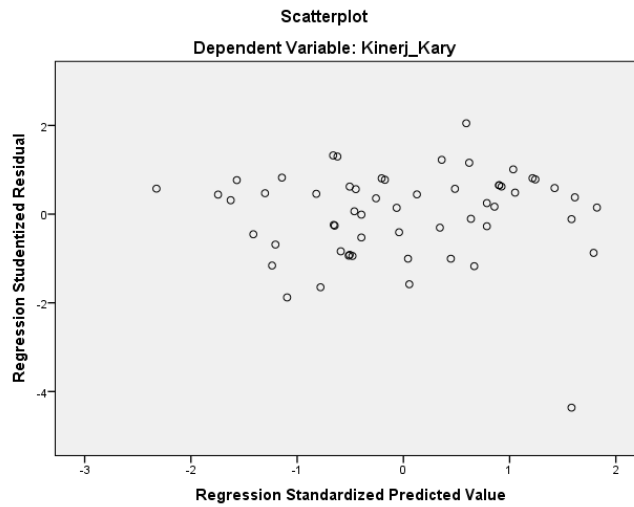


Fig 4 Heteroscedasticity Test

On Fig 4 The scatterplot graph can be seen that the results of the scatterplot graph show that the data is randomly distributed and does not form a certain pattern. The data is spread either above or below the number 0 on the Y axis. This shows that there is no heteroscedasticity

c. **Research Data Analysis**

1) Multiple Linear Regression Analysis

Based on the calculation of multiple linear regression analysis carried out through statistics, the following results are obtained:

Table 7
Multiple linear regression
Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,081	4,757		1,489	.143
	Kompt_	.263	.124	.278	2,115	.039
	Coach_	.440	.181	.287	2,438	.018
	Disipl_Kerj	.318	.129	.305	2,460	.017

a. Dependent Variable: Kinerj_Kary

Based on the SPSS output above, the regression equation is obtained as follows: $Y = 7.081 + 0.263X_1 + 0.440X_2 + 0.318X_3 + e$

The model implies that:

a) Constant = 7,081.

If the competence, training and work discipline variables are considered zero, then the employee's performance at the company is 7.081.

b) Competency coefficient X1

The competency coefficient value of 0.263 states that every 100% increase in competence will increase followed by an increase in employee performance by 26.3%.

c) Training coefficient X2

The training coefficient value shows a number of 0.440. Stating that if there is a 100% increase in training there will be an increase followed by an increase in employee performance by 44%.

d) Work discipline coefficient X3

The coefficient value of work discipline shows a number of 0.318. Stating that if there is a 100% increase in work discipline, it will increase followed by an increase in employee performance by 31.8%.

d. Coefficient of Determination

Table 8
Coefficient of Determination

Model Summary b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.740a	.548	.522	1.97906	1,739	

a. Predictors: (Constant), Disipl_Kerj, Coach_, Kompt_

b. Dependent Variable: Kinerj_Kary

Based on the table 8 above, it can be seen that the R Square value is 0.548, which means that there is a relationship between competence, training and work discipline on employee performance, while for R Square it is 0.548 or 54.8%, which means that there is an influence between competence, training and work discipline on employee performance of 54, 8%, while the remaining 45.2% are other variables not examined by this study, for example leadership, compensation, work environment and other variables.

e. Partial Test (t test)

To determine the effect of the independent variable competence, training and work discipline on the dependent variable, namely employee performance, t test is necessary. Partial testing can be seen from the t test, if the probability value is <0.05, Ho is rejected, which means there is an influence. It can be seen in the following table:

Table 9
T test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,081	4,757		1,489	.143
	Kompt_	.263	.124	.278	2,115	.039
	Coach_	.440	.181	.287	2,438	.018
	Disipl_Kerj	.318	.129	.305	2,460	.017

a. Dependent Variable: Kinerj_Kary

Based on the results of the partial test for the competency variable, it is obtained tcount (2.115)> ttable (2.004) with a significance value of 0.039, so Ho is rejected and Ha is accepted. This shows that partially there is a positive and significant influence of competence on employee performance. the training variable obtained t count (2.438)> t table (2.004) with a significance value of 0.018 then Ho was rejected and Ha was accepted. This shows that partially there is a positive and significant effect of training on employee performance. (2,460)> t table (2.004) with a significance value of 0.017 then Ho is rejected and Ha is accepted. This shows that partially there is a positive and significant effect of work discipline on employee performance.

f. Simultaneous Test (Test F)

Table 10
F test

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	251,294	3	83,765	21,387	.000b
	Residual	207,583	53	3,917		
	Total	458,877	56			

a. Dependent Variable: Kinerj_Kary

b. Predictors: (Constant), Disipl_Kerj, Coach_, Kompt_

From the ANOVA test or F test, you can get the value of Fcount (21.387)> Ftable (2.78) with a significance level of 0.000. Because the significant probability is much smaller than 0.05, then Ho is rejected and Ha is accepted. This shows that simultaneously which states that there is an influence of competence, training and work discipline together on employee performance.

3.2 Discussion

a. Influence Competence on Employee Performance



From the results of the competency statistical test has a positive and significant effect on the performance of the employees of PT. Pos Indonesia (Persero), Binjai Branch. Due to the results of $t_{count} (2.115) > t_{table} (2.004)$ with a significance value with a significant value of $0.039 < 0.05$, H_0 is rejected and H_a is accepted.

Competence has a very strong influence on employee performance. It can be seen clearly that competence is one of the keys to improving employee performance. Competence is one of the keys to improving employee performance. Competence always contains certain goals and objectives which are motivated by motives and characteristics, knowledge, skills, so that employees can quickly overcome work problems at hand, do work calmly, and are full of confidence, seeing work as an obligation and responsibility that must be done within the organization.

b. Influence Employee Performance Training

From the results of the statistical test, the training has a positive and significant effect on the performance of the employees of PT. Pos Indonesia (Persero), Binjai Branch. Due to the results of $t_{count} (2.438) > t_{table} (2.004)$ with a significance value with a significant value of $0.018 < 0.05$, H_0 is rejected and H_a is accepted.

Training also has a very important role for employees and for companies. Training is a tool to adjust duties and jobs with the abilities, skills or abilities and expertise of each employee and is an effort to improve employee performance as an introduction to certain jobs for those who concerned. Whether or not employee performance will clearly affect the stability of an organization in achieving the goals set.

c. Influence Work Discipline with Employee Performance

From the statistical test results, work discipline has a positive and significant effect on the performance of the employees of PT. Pos Indonesia (Persero), Binjai Branch. Due to the results of $t_{count} (2.460) > t_{table} (2.004)$ with a significance value with a significant value of $0.017 < 0.05$, H_0 is rejected and H_a is accepted.

Discipline in work is a factor that every employee who wants to achieve job satisfaction must also have. Work discipline can be in the form of punctuality in work, obedience to the tasks assigned to him, and good use of facilities. The current paradigm of institutions that want to develop and advance really needs employees who are highly disciplined in their work.

d. The Influence of Competence, Training and Work Discipline on Employee Performance

Simultaneous testing shows that competency, training and work discipline variables have a significant effect on employee performance PT. Pos Indonesia (Persero), Binjai Branch. Due to the results of $F_{count} (21.387) > F_{table} (2.78)$ with a significant value of 0.000 below 0.05 , H_0 is rejected and H_a is accepted. With a R Square value of 0.548 , which means that there is a relationship between competence, training and work discipline on employee performance, while for R Square of 0.548 or 54.8% , which means that there is an influence between competence, training and work discipline on employee performance by 54.8% . , while the remaining 45.2% are other variables not examined by this study, for example leadership, compensation, work environment and other variables.

4. Conclusion

- a. There is a significant and positive variable effect competence on the performance variables of employees of PT. Pos Indonesia (Persero), Binjai Branch.
- b. There is a significant and positive variable effect training on the performance variables of the employees of PT. Pos Indonesia (Persero), Binjai Branch
- c. There is a significant and positive variable effect work discipline on the variable performance of employees of PT. Pos Indonesia (Persero), Binjai Branch
- d. Simultaneous testing shows that the competency, training and work discipline variables have a significant effect on the performance of the employees of PT. Pos Indonesia (Persero), Binjai Branch. With a R Square value of 0.548 , which means that there is a relationship between competence, training and work discipline on employee performance, while for R Square of 0.548 or 54.8% , which means that there is an influence between competence, training and work discipline on employee performance by 54.8% . , while the remaining 45.2% are other variables not examined by this study, for example leadership, compensation, work environment and other variables.

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