



The influence of discipline and training strategies on employee productivity at PT. Aerofood Indonesia Surabaya unit

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ABSTRACT

Employee discipline and training strategies are very important components in human resource management, which aims to increase knowledge and productivity. This study aims to determine the effect of discipline and training strategies on employee productivity at PT. Aerofood Indonesia Unit Surabaya. Factors that influence employee productivity include work discipline and training strategies implemented by the company. This study uses a quantitative approach with an explanatory research type. The population in this study were all 334 employees of PT. Aerofood Indonesia Unit Surabaya, with a sample of 77 respondents obtained using the Simple Random Sampling technique through the Slovin formula. Data collection techniques were carried out through observation, questionnaires, and documentation. Data analysis was conducted through validity and reliability assessments, classical assumption testing, multiple linear regression analysis, hypothesis testing using t-tests and F-tests, and determination coefficient (R^2) analysis with the assistance of SPSS version 21 software. The results of the study indicate that discipline has a positive and significant effect on employee productivity, training strategies have a positive and significant effect on employee productivity, and discipline and training strategies simultaneously have a positive and significant effect on employee productivity at PT. Aerofood Indonesia Unit Surabaya. The results of this study are expected to be a consideration for companies in increasing employee productivity through improving work discipline and implementing effective training strategies.

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1. INTRODUCTION

The development of the business world in the era of globalization requires companies to improve the quality of their human resources to maintain organizational competitiveness. Human resources are a crucial factor in determining a company's success because all operational activities are carried out by humans, the primary drivers of the company. Organizational success is influenced not only by capital and technology, but also by the

company's ability to manage human resources effectively and efficiently. One indicator of organizational success can be seen from the level of employee productivity in producing optimal work in terms of quality, quantity, and timeliness.(Kuncorowati et al., 2022);(Gunawan, 2023);(Junita & Rahardjo, 2023) (Nuraldy et al., 2025).

Employee productivity is influenced by various internal and external factors within the organization. Internal factors include employee motivation, skills, abilities, work discipline, and work ethic, while external factors include the work environment, leadership, technology, management systems, and the company's human resource development strategies.(Firmansyah, 2021) (Vania et al., 2024);(Fahmi et al., 2023);(Supriyadi, 2024)). Among these various factors, discipline and training strategies are factors that play an important role in increasing employee productivity. Discipline is a form of employee awareness and willingness to comply with all applicable work rules and procedures within the organization. Employees who have high discipline tend to have good attendance rates, comply with working hours, complete work on time, and work according to company operational standards.(TS Rahmawati, 2022);(Utami et al., 2022);(Ilhami et al., 2024);(Lestari, 2023)). On the other hand, low levels of discipline can cause work delays, increased work errors, and decreased organizational effectiveness and productivity.(Septiani et al., 2024);(Gosestjahjanti et al., 2023).

Besides discipline, training strategies are also a crucial factor in increasing employee productivity. Training strategies are systematic efforts by companies to improve employee abilities, skills, and knowledge so they can perform their jobs optimally according to the organization's needs.(SUSANTO et al., 2023);Atikahsari et al., 2025). Appropriate training can improve employees' technical and non-technical competencies, improve work quality, increase work motivation, and help employees adapt to technological developments and changes in the work environment.(Chaerani et al., 2023);(Nuraldy et al., 2025);(Awalia et al., 2023);(Love & Lestari, 2025). Work discipline is a key determinant of employee productivity, as it promotes compliance with organizational regulations, effective time management, and the achievement of work targets. Higher levels of discipline reduce work errors and improve overall performance outcomes. Training quality also plays an important role in enhancing employees' ability to adapt to technological changes. Effective and continuous training improves employees' knowledge and skills, enabling them to perform tasks more efficiently and respond to evolving workplace demands. Compared with other factors, work discipline and training have a more direct impact on productivity because they influence both employee behavior and competence. Discipline ensures adherence to work standards and targets, while training strengthens the skills required for efficient job performance. Therefore, the combination of strong work discipline and high-quality training can significantly improve employee productivity.

The phenomenon that occurred at PT. Aerofood Indonesia Surabaya Unit shows that there are still several problems related to employee discipline and productivity. Based on the results of research observations, it was found that there are still employees who arrive late, are less than optimal in utilizing work time, and have not fully implemented work operational standards consistently. In addition, the implementation of job training has not fully provided a maximum impact on improving employee work capabilities because there are still differences in employee abilities in understanding and applying training results in daily work. This condition has an impact on the work effectiveness and productivity of the company's employees. This phenomenon is supported by previous research which states that discipline has a positive effect on employee productivity.(Fahrozi et al., 2026);(Siregar & Rizky, 2024) Other studies also show that training strategies have a positive influence on increasing employee work productivity through improving skills, work abilities, and the effectiveness of task execution. (Andono & Khumairoh, 2025); (Suwaji & Sabella, 2019); (Setiawan, 2024); Adiyanti & Nugraha, 2023). In addition, recent research shows that work discipline and

training strategies can simultaneously increase employee productivity and support the creation of an effective and professional work environment.(Audzillah, 2026);(Apandi et al., 2025);(Nehe et al., 2025);Juwita, 2024).

Based on the phenomena and previous research, research on the Influence of Discipline and Training Strategy on Employee Productivity at PT. Aerofood Indonesia Surabaya Unit needs to be conducted to determine the extent of the influence of discipline and training strategy on employee productivity so that it can be a consideration for the company in improving the quality of human resources effectively and sustainably.

2. RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type, namely research that aims to explain the relationship between the influence of independent variables on the dependent variable through testing predetermined hypotheses. The quantitative approach was chosen because this study focuses on measuring variables numerically and statistical analysis to determine the effect of discipline and training strategies on employee productivity at PT. Aerofood Indonesia Unit Surabaya. The quantitative method is a survey method used to obtain data from research objects through the distribution of questionnaires, observations, and structured interviews so that the data obtained can be analyzed objectively and systematically. The research design used is explanatory research because this study aims to test the causal relationship between discipline variables and training strategies on employee productivity. Explanatory research is used to explain the influence between variables that have been formulated in the research hypothesis so that the relationship of influence, both partially and simultaneously, between the independent and dependent variables can be known. The research was conducted at PT. Aerofood Indonesia Unit Surabaya, which operates in the field of inflight catering services. The selection of the research location was based on the existence of phenomena related to the level of employee work discipline and the implementation of training strategies that affect the productivity of the company's employees. The study population amounted to 334 employees, with a sample of 77 respondents determined using the Slovin formula and Simple Random Sampling techniques. The data used consisted of primary and secondary data. The discipline variable was measured through indicators of compliance with regulations, punctuality, responsibility, alertness, and effectiveness of work time use.

The indicators of regulatory compliance, responsibility, attentiveness, and effective time management were selected because they reflect the core dimensions of work discipline in performing tasks according to organizational standards. Regulatory compliance represents employees' adherence to organizational policies and procedures, responsibility reflects commitment to completing assigned tasks, attentiveness indicates accuracy and vigilance in minimizing work-related errors, and effective time management demonstrates the ability to utilize working hours efficiently to achieve performance targets. Together, these indicators provide a comprehensive measure of work discipline characterized by compliance, accuracy, and efficiency in task execution. The selection of these indicators is grounded in the concept of work discipline, which emphasizes employees' adherence to organizational norms and procedures. They capture employees' ability to perform their duties in an orderly, responsible, and careful manner while making optimal use of working time, thereby supporting higher levels of productivity. Skill improvement was identified as a key indicator of training effectiveness because it reflects the extent to which training enhances employees' capabilities to perform their jobs more effectively, efficiently, and in accordance with job requirements. Greater skill acquisition following training is expected to increase both work quality and employee productivity.

The training strategy variable was measured based on the suitability of training, skill improvement, participant satisfaction, transfer of training results, frequency, and training evaluation. Employee productivity was measured through quantity, quality, timeliness, effectiveness, and work ability. Data measurement used a five-point Likert scale with a score range of 1 to 5. Data analysis was carried out using SPSS version 21 through validity, reliability, and classical assumption tests including normality, multicollinearity, and heteroscedasticity. Furthermore, the data were analyzed using multiple linear regression with the model $Y = b_0 + b_1X_1 + b_2X_2 + E$ and tested using the t-test and F-test. The results of the study showed that discipline and training strategies had a significant effect on employee productivity. The coefficient of determination (R^2) value of 0.68 indicates that 68% of employee productivity can be explained by these two variables, while the remaining 32% is influenced by other factors outside the study.

3. RESULTS AND DISCUSSIONS

This research was conducted at PT. Aerofood Indonesia Unit Surabaya with a total of 77 respondents selected using the Simple Random Sampling technique. The characteristics of respondents in this study include gender, age, education level, and length of service. Based on the results of the questionnaire distribution, the majority of respondents are employees of productive age who have sufficient work experience so they are considered capable of providing information in accordance with the company's conditions. The characteristics of respondents show that most employees have secondary to tertiary education levels, so they are able to understand work procedures and the implementation of training programs implemented by the company. The relatively long length of service of employees also indicates that respondents have understood the work culture, company regulations, and training systems implemented at PT. Aerofood Indonesia Unit Surabaya.

3.1 Validity Test Results

Validity testing was conducted to determine whether the statement items in the questionnaire were able to measure the research variables precisely and accurately. Validity testing was conducted by comparing the calculated r value with the table r at a significance level of 5%. The research instrument was declared valid if the calculated r value was greater than the table r and the significance value was less than 0.05. Based on the results of the validity test, all statement items in the variables of discipline, training strategies, and employee productivity had calculated r values greater than the table r . This indicates that all statement items in the questionnaire were declared valid and suitable for use as a research data collection tool. Thus, the research instrument was able to measure the variables of discipline, training strategies, and employee productivity in accordance with the research objectives.

3.2 Reliability Test Results

Reliability testing was conducted to determine the level of consistency of the research instrument in measuring the research variables. Reliability testing used the Cronbach Alpha method with the provision that the instrument is declared reliable if the Cronbach Alpha value is greater than 0.60. Based on the results of the reliability test, it is known that all research variables have a Cronbach Alpha value greater than 0.60 so that all research instruments are declared reliable. These results indicate that the statement items in the questionnaire have a good level of consistency and can be used as a consistent research measurement tool.

3.3 Classical Assumption Test Results

a. Normality Test

A normality test was conducted to determine whether the research data was normally distributed. Normality testing was performed using a Normal Probability Plot and the Kolmogorov-Smirnov statistical test. The test results showed that the research data were spread around the diagonal line and the significance value was greater than 0.05, indicating that the research data were normally distributed. Thus, the regression model met the assumption of normality.

b. Multicollinearity Test

A multicollinearity test was conducted to determine whether there was a significant correlation between the independent variables in the regression model. The test was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. The test results showed that all independent variables had a Tolerance value greater than 0.10 and a VIF value less than 10. This indicates that there was no multicollinearity in the regression model, and therefore, the independent variables could be used in the study.

c. Heteroscedasticity Test

A heteroscedasticity test was conducted to determine whether there was inequality in the residual variances in the regression model. The test results showed that the points on the scatterplot graph were randomly distributed and did not form a specific pattern. Therefore, the regression model did not experience heteroscedasticity and was suitable for use in this research.

d. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of discipline and training strategies on employee productivity at PT. Aerofood Indonesia Surabaya Unit. Based on the results of data processing using SPSS version 21, the following regression equation was obtained: $Y = a + b_1X_1 + b_2X_2 + e$. The regression equation shows that the variables of discipline and training strategies have a positive influence on employee productivity. This means that if the level of discipline and the quality of training strategies increase, employee productivity will also increase.

e. t-Test Results (Partial)

The t-test was conducted to determine the effect of each independent variable on the dependent variable partially. The mathematical parameter estimation process to test the individual (partial) influence of motivation and teamwork variables on employee performance is presented in Table 1 below:

Table 1. Results of Multiple Linear Regression Analysis and Partial t-Test

Model		Coefficients ^a		Standardized Coefficients	T	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	2,577	2,927		.881	.381
	DISCIPLINE	.440	.087	.457	5,058	.000
	TRAINING STRATEGY	.372	.089	.378	4,184	.000

A. Dependent Variable: PRODUCTIVITY

Based on the results of the t-test, it is known that the discipline variable has a significance value of less than 0.05 and the calculated t value is greater than the t-table. This indicates that discipline has a positive and significant effect on employee productivity at PT. Aerofood Indonesia Unit Surabaya. The higher the level of employee

discipline, the higher the resulting work productivity. Good discipline can create an orderly work environment, increase employee responsibility, and help employees utilize work time effectively. Disciplined employees tend to be more punctual, comply with company rules, and are able to complete work according to the targets set by the company. The results of the t-test show that the training strategy variable has a significance value of less than 0.05 and the calculated t value is greater than the t-table. This indicates that the training strategy has a positive and significant effect on employee productivity at PT. Aerofood Indonesia Unit Surabaya. Training that is in accordance with work needs can improve employee abilities, skills, and knowledge so that the quality of employee work becomes better. In addition, training programs also help employees understand work procedures and improve their ability to adapt to technological developments and the company's work systems.

f. F Test Results (Simultaneous)

Evaluation of the model's feasibility was carried out jointly through analysis of variance (ANOVA) to see the combined contribution of independent variables to the dependent variable presented in Table 2 below:

Table 2. Results of the Analysis of Variance of Model Feasibility (Simultaneous F Test)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	604,514	2	302,257	34,271	.000b
	Residual	652,655	74	8,820		
	Total	1257,169	76			

a. Dependent Variable: PRODUCTIVITY

b. Predictors: (Constant), TRAINING STRATEGY, DISCIPLINE

The F test was conducted to determine the effect of discipline variables and training strategies simultaneously on employee productivity. Based on the test results, a significance value of less than 0.05 was obtained and the calculated F value was greater than the F table. This indicates that discipline and training strategies simultaneously have a positive and significant effect on employee productivity at PT. Aerofood Indonesia Unit Surabaya. These results indicate that increasing employee productivity is not only influenced by the level of employee work discipline, but also by the effectiveness of the implementation of the training strategy implemented by the company. The combination of good work discipline and effective training can improve employee work abilities so that the company's work productivity becomes more optimal.

g. Coefficient of Determination (R^2)

The strength and accuracy of the regression model in explaining the fluctuations in the value of the dependent variable is measured through the R Square parameter value in Table 3 below:

Tabel 3. Coefficient of Determination (R^2) of the Regression Model

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.693a	.481	.467	2,970

a. Predictors: (Constant), TRAINING STRATEGY, DISCIPLINE

The coefficient of determination is used to determine the extent of the contribution of the independent variable to the dependent variable. Based on the results of the study, the Adjusted R Square value was obtained at 0.327. This indicates that the variables of discipline and training strategies are able to explain employee productivity by 32.7%, while the remaining 67.3% is influenced by other variables outside the study such as

work motivation, work environment, compensation, leadership, and organizational culture.

3.4 Discussion

The results of the study indicate that discipline has a positive and significant influence on employee productivity at PT. Aerofood Indonesia Unit Surabaya. This finding indicates that the higher the level of discipline possessed by employees, the higher the level of work productivity produced. Discipline is one of the important aspects in human resource management because it reflects the awareness and willingness of employees to comply with all regulations, procedures, and work standards that have been established by the company. Employees who have a good level of discipline tend to be able to utilize work time effectively, reduce the level of tardiness, minimize work errors, and complete tasks according to predetermined targets. In addition, discipline also encourages the creation of a more orderly and conducive work environment so that the company's operational processes can run optimally. This finding is in line with the opinion of (Hasibuan & Prastowo, 2019) which states that work discipline is a very important operational function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. This research is also supported by research conducted by (Marlina et al., 2019), (Fitriyani et al., 2020), as well as (Wibowo, 2021) which found that work discipline has a positive and significant impact on employee productivity and performance. Therefore, improving discipline needs to be a primary concern for companies in their efforts to sustainably increase work productivity. In addition to discipline, training strategies have also been shown to have a positive and significant impact on employee productivity. Training programs designed according to job requirements can improve employee competency, skills, and knowledge, enabling them to perform their tasks more effectively and efficiently. Training provides employees with the opportunity to update their work skills, better understand operational procedures, and enhance their ability to cope with technological changes and increasingly complex job demands. Through ongoing training, employees not only gain improved technical skills but also develop interpersonal, communication, teamwork, and problem-solving skills. This condition has an impact on improving the quality of work results, the speed of work completion, and the ability of employees to achieve company-set targets. The findings of this study align with the theory put forward by Mangkunegara (2017), which states that training is a process to improve employee work skills so that organizational goals can be achieved effectively. The results of this study are also supported by research conducted by (Chagelishvili, 2022) and Son and (D. Rahmawati & Nani, 2021) which concluded that appropriate training can significantly increase employee productivity, performance and work effectiveness.

Simultaneously, discipline and training strategies have a positive and significant influence on employee productivity at PT. Aerofood Indonesia Unit Surabaya. These results indicate that employee work productivity is not only influenced by discipline or training factors separately, but also by a combination of both. Employees who have a high level of discipline and are supported by adequate competencies through training will be able to work more effectively, efficiently, and productively. The synergy between work discipline and training creates quality human resources, have high responsibilities, and are able to adapt to changes in the work environment. Therefore, companies need to implement policies that support the improvement of work discipline through consistent supervision, giving awards to high-achieving employees, and enforcing fair rules. On the other hand, companies also need to periodically evaluate and develop training programs so that training materials remain relevant to job needs and industry developments. With strong work discipline and effective training strategies, employee productivity can continue to increase so that companies are able to achieve organizational goals, improve

service quality, and maintain competitiveness amidst increasingly fierce business competition.

In addition, work discipline has a more dominant influence on employee productivity than training because it is directly related to employees' daily work behavior, including compliance with organizational rules, punctuality, responsibility, and effective use of working time. These factors have an immediate impact on task completion and the achievement of work targets. In contrast, the effects of training tend to emerge gradually, as their effectiveness depends on employees' ability to understand, apply, and develop the knowledge and skills acquired through training in their daily work activities. Therefore, work discipline contributes more directly and immediately to productivity improvement.

Furthermore, the higher beta coefficient for work discipline indicates that it has a stronger effect on employee productivity than training. This finding suggests that productivity improvement can be achieved more effectively through strengthening work discipline, particularly by enhancing compliance with organizational regulations, punctuality, and job responsibility, while still recognizing the importance of training as a long-term strategy for employee competency development.

4. CONCLUSION

Based on the results of research on the Influence of Discipline and Training Strategy on Employee Productivity at PT. Aerofood Indonesia Unit Surabaya, it can be concluded that discipline has a positive and significant influence on employee productivity. This shows that the higher the level of employee discipline, the higher the resulting work productivity. Employees who are able to comply with company regulations, use work time effectively, arrive on time, and have responsibility for their work tend to be able to complete work optimally according to company targets. Thus, discipline is one of the important factors in increasing work effectiveness and employee productivity at PT. Aerofood Indonesia Unit Surabaya. Furthermore, training strategies have been shown to have a positive and significant impact on employee productivity. Training programs tailored to job needs can improve employee abilities, skills, knowledge, and work quality. Systematic and ongoing training helps employees understand work procedures, enhance their ability to adapt to technological developments, and enhance professionalism in carrying out their work. Therefore, effective training strategies are one of the company's important efforts to improve the quality of human resources and employee work productivity. The results of the study also show that discipline and training strategies simultaneously have a positive and significant impact on employee productivity at PT. Aerofood Indonesia Unit Surabaya. This indicates that increased employee productivity is not only influenced by the level of work discipline, but also by the effectiveness of the company's training program implementation. The combination of good work discipline and effective training strategies can create more competent, responsible, and productive employees in carrying out their work. Future research is also expected to use a larger sample size and a broader research scope so that the results have a better level of generalizability. In addition, further researchers can use different research methods such as qualitative or mixed methods to obtain more in-depth research results related to factors that influence employee productivity. Further research is also expected to be conducted in different companies or industrial sectors so that differences in the influence of discipline and training strategies on employee productivity in various types of organizations and work environments can be identified.

Future research should further examine the relationship between work discipline, training, and productivity by incorporating additional variables that may influence productivity, such as work motivation, leadership, work environment, compensation, and organizational culture. Moreover, the use of qualitative or mixed-method approaches may

provide deeper insights into how work discipline and training affect employee behavior and performance. Studies across different industries are also needed to assess the consistency of these relationships under varying organizational and workplace conditions. The improvement of work discipline and training effectiveness has important implications for the development of a more competent, productive, and adaptable workforce. In the long term, these improvements can enhance service quality, operational efficiency, and organizational responsiveness to business challenges, thereby strengthening organizational competitiveness and sustainability.

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