THE EFFECT OF TRAINING AND WORK DISCIPLINE ON ASN PERFORMANCE
(Case Study in Cempaka Putih Subdistrict Area)

1st Etika Nur Komala Sari, 2nd Krishna Kamil
Management
Sekolah Tinggi Ilmu Ekonomi Indonesia, Jakarta
Jakarta, Indonesia
tikakomalsari50@gmail.com; krishnakamil@gmail.com

Abstract - The purpose of this study was to analyze the effect of training and work discipline on the performance of ASN in the Cempaka Putih District Area. This type of research is quantitative. The population in this study were all ASNs in the Cempaka Putih district, and the sample in this study used a Saturated Sample where all the existing populations were also sampled with data collection methods in the form of questionnaires, interviews and documentation. Methods of data analysis using descriptive analysis, classical assumption test and multiple linear regression. The results showed that the variables of Training and Work Discipline had positive effect on the performance of ASN in the Cempaka Putih District. Based on the results of the partial significant test, the two variables affect the performance of ASN in the Cempaka Putih District. From the results of the study, the variables of training and work discipline have significant effect on ASN performance and are assisted by several other variables not examined in this study, such as skill level, work attitude, motivation, work climate, leadership style etc.

Keywords: Training, Work Discipline & ASN Performance

I. BACKGROUND

Services to the community in an organization always experience ups and downs in bringing the aspirations and guidance of the community who want services satisfaction. An organization without the support of appropriate employees in terms of quantitative, qualitative, strategic and

operational, then the organization will not be able to maintain its existence, develop, and advance in the future. Therefore, quality of human resources (HR) are needed to support the tasks that are the responsibility of an organization. Cempaka Putih District is one of the sub-districts that is a pilot for other sub-districts in Central Jakarta, therefore the performance of ASN in Cemapaka Putih District is an important thing in the Government when it is related to the activities and activities it does, where the term performance comes from the word job performance or actual performance (actual work performance or achievement who achieved by someone).

Purwanto (2017) suggests that performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria. Performance is the result of a job that has been done, whether physical or material or non-physical or non-material. Individual performance as a level of achievement or a person's work results from goals that must be achieved or tasks that must be carried out within a certain period of time. Employees can be said to be disciplined if ASN always comes and goes home on time, does all work well, complies with all existing rules and social norms. Upholding discipline also makes people's views better so that it can increase public confidence in ASN which is starting to fade in the Cempaka Putih Subdistrict, which is a pilot sub-district in Central Jakarta. Work discipline can also be seen from their attendance list, the high and low attendance rates of employees indicate the level of work discipline of an ASN employee.

The level of attendance from January to December 2019 was still high. This can be an indicator of low discipline at the Office in the District of Cempaka Putih. The low discipline of ASN will result in their low performance. Based on the above background, the authors are interested in conducting research with the title "The Effect of Training and Work Discipline on the Performance of ASN (Case Study in the Cempaka Putih District Area)".

II. LITERATURE REVIEW
2.1   Research Review

The first research was conducted by Faustyna (2015) entitled "The Influence of Career Development and Work Discipline on Employee Performance at Pt.Pelabuhan Indonesia I (Persero) Medan". In this study the authors used associative and quantitative approaches. The data collection techniques used were interviews, questionnaires and documentation studies. The data analysis techniques used were: Classical Assumption Test, Multiple Linear Regression, Reliability Test, T Test, F Test and the coefficient of determination. The results of this study are as follows: There is a significant effect of training on employee performance at PT. Pelabuhan Indonesia I (Persero) Medan. There is a significant effect of work discipline on employee performance at PT. Pelabuhan Indonesia (Persero) I. There is a significant influence on career development and work discipline on employee performance at PT. Pelabuhan Indonesia I (Persero).

The second study was conducted by Marsoit (2017), entitled "The Effect of Training, Work Discipline and Organizational Commitment on Employee Performance at Pt. Asuransi Jasa Indonesia ", this study aims to determine the effect of training, work discipline and organizational commitment on the performance of employees of PT. Insurance Services Indonesia. Data analysis using multiple linear regression. The results of the study through the t test of training and discipline variables have a positive and significant relationship with employee performance. Meanwhile, the commitment variable has a negative and insignificant relationship with employee performance. companies need to pay attention to training and work discipline in carrying out company operational activities to improve the performance of the company and PT Asuransi Jasa Indonesia company so that employees can increase their commitment to the company or organize so that in the future employees can be loyal in their duties and responsibilities as members of the organization, related to the results of research conducted shows the variable commitment.

The third research was conducted by Yudi (2016), entitled "The Effect of Training and Discipline on the Work Productivity of Adapted Employees. Jasa Marga Cabang (Belmera) Medan

", the population and the sample in this study were all employees at PT. Jasa Marga Cabang (Belmera) Medan. The population numbered 206 people and this research sample was taken to 66 people. While the data analysis techniques used were classical assumption test, multiple linear regression analysis, t test, F test and coefficient of determination. Based on the results of the study, it can be seen that the training variable has a significant effect on employee work productivity, the value is 2.296> tt el 1.997 with a significant level of 0.025 <0.05 and the work discipline variable has a significant effect on employee work productivity and the value is 4.154> tt el1.997 with a significant level of 0.000 < 0.05. In the F test, it can be seen that the count 19,209> t el 3.14 with a significant level of 0.000 <0.05. It can be concluded that Ha accepted Ho is rejected, which means that the variables of training and work discipline have a simultaneous effect on employee productivity. While the coefficient of determination of the results of this study is 0.691 or 69.1%, indicating that 69.1 variable productivity (Y) is influenced by training (X1) and work discipline (X2). The rest is influenced by variables not examined in this study.

The fourth research was conducted by Dea (2018) with the title "The Effect of Training and Work Discipline on Employee Performance in the Organization and Personnel Bureau of the Secretariat General of the Ministry of Trade". This research uses a quantitative approach through a survey of 50 employees. The sampling method is non probability sampling. Hypothesis test results (t test) which indicate that the compensation variable has a significant effect on this performance variable is indicated by the t count of 2.501 which is greater than the t table. But the work discipline variable does not have a significant effect with the t count of 0.042 which is smaller than the t table. The conclusion of this study is that training is the most dominant variable on employee performance. This means that the increase in employee performance is seen from how the company is able to provide training materials for employees.

The fifth research was conducted by Malletus (2020) with the title "Effects of Employee Discipline on Organizational Performance (A Study of Nigerian Breweries Plc, Enugu, Enugu State, Nigeria.)", The method used in this study used a survey method with data analysis methods. using descriptive statistics. The results of this study indicate that the current discipline is effective and causes an increase in employee knowledge, broadens employee perspectives, expands the application of knowledge to work and has led to employee promotion

The sixth study was conducted by Simon (2015) with the title "Effects of training on employee commitment, retention and performance: A case study of a Local Municipality in South Africa", the method used was a survey through a questionnaire research instrument with a Likert scale and data analysis. Using descriptive statistics. The results of this study reveal the fact that training opportunities are significantly increased in relation to employee organizational commitment. In terms of the level of association between training and employee retention, the results confirm a positive and significant effect, statistical results show that training has the intention of employees to be retained, and this study shows that there is a significant and positive relationship between training and employees on improving performance. In general it is said that management support in terms of transferring skills and knowledge to employees results in better employee performance because the latter is capitalized to carry out assigned tasks effectively.

The seventh research was conducted by Waqar (2018) entitled "The Impact of Training and Development on Employee Performance", a questionnaire was used to collect data from the relationship of variables and stratified sampling technique was used for the sampling method. The results of this study indicate that there is a relationship between training, development, and employee performance. From all existing research it has been reached to the decision that training and development have a positive impact on employee performance. All hypotheses have positive results. This proves that training leads to better employee performance (H1). Development leads to better employee performance (H2) and training and development both affect employee performance in a positive sense (H3)

The eighth research was conducted by Amir (2015) entitled "The Effect of Training on Employee Performance". It is an exploratory research based solely on insights drawn from an analysis of the various existing literature studies, reports, periodicals and books related to the topic of study to investigate the relationship between training and employee performance. Training programs are stimulants needed by workers to improve their performance and abilities, which in turn increases organizational productivity. Therefore, training must be designed on the solid basis of specific needs and goals. Effective training is a thoughtful intervention designed to achieve the learning needed to improve employee performance. The research confirms the proposition that training has a positive impact on employee performance

2.2   Teoritical Basis
2.2.1 Definition of Human Resource Management
Eri (2019), Human Resource Management is a management field that specifically studies the relationship and role of humans in corporate organizations. Management, apart from that, includes matters concerning the development, use and protection of human resources both in work relations and those who are self-employed.

2.2.1.1 Managerial and Operational Functions of Resource Management
Hasibuan (2016) explains that human resource management functions:
1. Managerial Functions
    a. Planning
        Planning is planning the workforce effectively and efficiently to suit the needs to help the realization of a goal. Planning is done by setting a staffing program.
    b. Organizing
        Organizing is an activity to organize all employees by establishing work relationships, division of labor, delegation of authority, integration and coordination in an organization chart.
    c. Briefing
        Briefing Is an activity to direct all employees to cooperate effectively and efficiently in helping achieve the goals of the company, employees, and society..
    d. Control
        Control is the activity of controlling all employees to obey the rules and work as planned. If there are deviations or errors, corrective actions and planning improvements are taken.
2. Operasional Functions
    a. Procurement
        Procurement is a process of attracting, placing, selecting, orienting, and inducing employees to suit company needs. Good procurement can help achieve a goal.
    b. Development
        Development is the process of increasing technical, theoretical, conceptual, and employee moral skills through education and training.
    c. Compensation
        Compensation is the provision of direct and indirect remuneration in the form of money or goods to employees as compensation or wages given by a company.
    d. Integration
        Integration is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation.
    e. Maintenance
        Maintenance is an activity to maintain or improve the physical, mental, and loyalty of employees so that they are willing to work until retirement. Good maintenance is carried

out with a welfare program based on the needs of the majority of employees and is guided by internal and external consistency.

f. Discipline

Discipline is a function of human resource management (HRM) which is the most important and key to the realization of goals because without good discipline it will be difficult to achieve maximum goals.

g. Termination

Termination is the termination of a person's working relationship from a company. This termination is usually caused by the wishes of the employee, the wishes of the company, the work contract that has ended, retirement and other reasons

2.2.1.2 The Role of Human Resource Management

According to Hasibuan (2016), the role of Human Resource Management (HRM) is as follows:

a. Determine the number, quality and placement of workers that are effective in accordance with company needs based on job descriptions, job specifications, job recruitment, and job evaluations.
b. Determine the recruitment, selection and placement of employees based on the principles of the right man in the right place and the right man in the right job.
c. Establish welfare, development, promotion and retirement programs.
d. Forecasting the supply and demand for human resources in the future.
e. Estimating the state of the economy in general and the development of the company in particular.
f. Monitor closely labor laws and remuneration policies for similar companies.
g. Monitor technical progress and trade union developments.
h. Carry out education, training, and employee performance appraisers.
i. Regulate employee mutations both vertically and horizontally.
j. Arranging his pension, dismissal, and severance pay

2.2.3 Performance

According to Basthoumi (2012), the results achieved by a person when carrying out a task assigned to him are in accordance with the specified criteria. Performance has become a benchmark in the success of services which shows the accountability of service institutions in good governance (good governance). Efforts that can be made to improve the quality and performance of government services are generally initiated by employees, in this case the State Civil Service (ASN). Performance is a person's achievement with regard to all duties assigned to him, Desi (2015). Performance is the result of a person's overall work or success rate during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Employee performance requires an assessment with the aim of providing a good opportunity for employees for their career plans seen from their strengths and weaknesses, so that they can determine the salary, provide promotions, and be able to see employee behavior. Performance appraisal is known as a performance rating or performance appraisal. Aries (2014), Performance appraisal is a process that can be used to determine how employees do their work and inform employees.

2.2.4 Training

According to Aruan (2015) training is a systematic process to change the work behavior of a person / group of employees in an effort to improve performance. Training becomes a short-term educational process that uses a systematic and organized procedure where non-managerial employees learn technical knowledge and skills for a limited purpose.

Training becomes a learning process that allows employees to carry out their current work according to standards. Training prepares employees for current jobs. Training is a continuous process due to the emergence of good conditions for technological development, economic and non-economic developments in the company. Through this training and development, it is also hoped that it can increase the knowledge and skills of human resources in carrying out the duties assigned by the company according to Handoko (2011). According to Sri Langgeng (2014), the general objectives of the training are: (1) to develop skills, so that work can be completed more quickly and more effectively; (2) to develop knowledge, so that work can be completed rationally; (3) to develop attitudes, thereby generating a willingness to cooperate with employee friends and with management (leadership).

2.2.5 Work Discipline

Lis Andayani (2013) states that work discipline can be seen from three dimensions, namely supervision, role models and punishments. Improving the quality of Human Resources (HR) is an important factor in achieving organizational goals. M. Basri (2015) argues that discipline is the most important operational function of employee management because the better employee discipline, the higher the performance they can achieve. Good work discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, morale and the realization of organizational, employee and community goals, Mutia (2017)

2.3 The Relationship Between Research Variables
2.3.1 Effect of Training on ASN Performance

The results of previous research by Simon (2015) show that there is a significant and positive influence between training and employees on improving performance. Waqar (2018) shows that training and development have a positive impact on employee performance. This proves that training leads to better employee performance. Development leads to better employee performance and training and development both affect employee performance in a positive sense.

2.3.2 The Effect of Work Discipline on the Performance of ASN

Harlie's (2016) research shows that work discipline has a high effect on one's performance. According to Faustyna (2015) that there is a significant effect of work discipline on employee performance, by issuing regulations that must be carried out by each employee in order to keep employees within the corridors of regulations set by the company in an effort to achieve company goals. An organization will experience obstacles in achieving its objectives, namely achieving optimal performance, if its employees do not have work discipline in carrying out work and in providing services to the community.

2.3.3 The Effect of Training and Work Discipline on ASN Performance

The results of previous research by Patricia (2014) show that the influence of training, motivation, and work discipline simultaneously affects the performance of Bank Dana Raya Manado employees, training partially affects the performance of Bank Dana Raya Manado employees and work discipline partially affects employee performance. Bank Dana Raya M.

2.4   Hypothesis Development

According to Sugiyono (2018: 63). The hypothesis is a temporary answer to the formulation of the research problem. A hypothesis will be accepted if the data collected supports the statement. Hypothesis is a basic assumption which then makes a theory that still has to be tested. So the hypothesis is a temporary answer to the statements put forward in the formulation of the problem.
So the formulation of the hypothesis in this study is:

1) Training is thought to have a significant and significant effect on ASN performance in the Cempaka Putih Subdistrict Area
2) Work discipline is thought to have a significant and significant effect on the performance of ASN in the Cempaka Putih District Area
3) Training and work discipline are thought to have a significant and significant effect on the performance of ASN in the Cempaka Putih District Area

2.5   Research Conceptual Framework

The framework is a conceptual model of how the theory relates to the various factors identified as a problem. In this study, the independent variables are Training and Work Discipline, for the dependent variable is ASN Performance.

Picture. 2.1 Conceptional framework for research variables

Sourch : Researcher (2020)
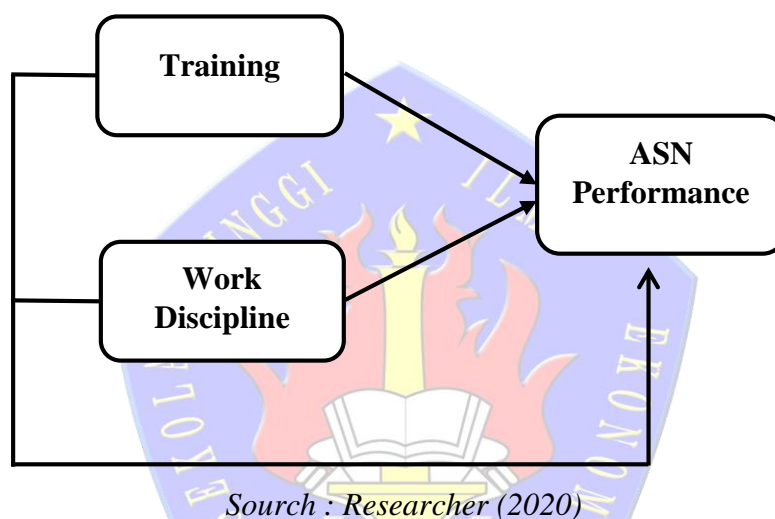
The independent variable (X1) in this study is assessment, with the assessment of ASN, it will help make it easier to find out and improve the ASN's performance.

The independent variable (X2) in this study is work discipline, with increasing work discipline, the ASN performance will also increase.

The dependent variable is ASN Performance (Y) ASN Performance Indicates that training and work discipline have gone well.

III.   RESEARCH METHOD

The strategy applied in this research is the fixed study strategy. Giri (2016) explains that embedded research is used because the research problems and objectives have been determined by the researcher since the beginning of the research, while case studies are used because this strategy is focused on specific cases. In addition, the strategy used is by using a concurrent triangulation strategy, where the researcher uses concurrent qualitative and quantitative data at one time then the researcher compares these two data to find out whether there is convergence of differences or some combination.

3.1   Population and Sample

3.1.1 Research Population

According to Sugiyono, (2018: 80) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. So the population is not only people, but also objects and other natural objects. Population is also not just the number that is in the object / subject being studied, but includes all the characteristics / properties possessed by that subject or object. In this study the population is all ASN in the Cempaka Putih District Area.

Sampling using Saturated Samples where all existing populations are also sampled in this study (Sugiyono 2018: 81). In this study, the number of samples taken was 100 ASN people who were in the Cempaka Putih District Area.

3.2 Data Analysis Method

Sugiyono (2018: 243) said that the data analysis method is a process of grouping data based on variables and responses, tabulating data based on variables and all respondents, presenting data for each variable studied, performing calculations to test the hypothesis that has been proposed. For research that does not formulate a hypothesis, the last step is not taken. Processing and data analysis in this study using computer tools. The software used in accelerating data processing using the SPSS Version 25 program was chosen because it was considered effective in calculating statistical values, data quality testing, classical assumption tests, and hypothesis testing.

IV. RESULTS AND DISCUSSION

District is the division of administrative area in Indonesia under City. District is the work area of the Camat as a district or city apparatus. The sub-district is led by a Camat with the status of ASN. A sub-district is a government unit that houses several Villages.

Cempaka Putih Subdistrict is one of 8 (eight) Districts in the Central Jakarta Administrative City Region, has an area of: 468.7 Ha divided into 3 (three) sub-districts, 30 Rukun Warga, 375 Rukun Tetangga, 43,168 families with a population of 97,584 people.

In this study, data was collected using a research instrument in the form of a questionnaire distributed to 100 respondents, namely ASN in the Cempaka Putih Subdistrict, which consists of Cempaka Putih Timur Village, Cempaka Putih Barat Village and Rawasari Village which are listed in the table below.

Table 4.1 Characteristics of Respondents by Age

No	Age (years)	Frequency (people)	Percentage (%)
1	20–30	6	6%
2	31–40	33	33%
3	41–50	41	41%
4	51-58	20	20%
Amount		100	100

Sourch: Results of the data are processed, 2020

Based on table 4.1 the characteristics of respondents based on age, it is known that 41 - 50 years of age occupy the highest level, which means that ASN in the Cempaka Putih Subdistrict, 41 - 50 years old, 41 people and 20-30 years old rank the lowest, namely 6 people.

Etika Nur Komala Sari [1], Krishna Kamil [2]

Table 4.2 Characteristics of Respondents by Gender

No	Gender	Frequency (people)	Percentage (%)
1	Male	63	63%
2	Female	37	37%
Jumlah		100	100

Sourch: Results of the data are processed, 2020

Based on table 4.2 of respondent characteristics based on gender, it is known that male gender occupies the highest level, which means that ASN in the Cempaka Putih Subdistrict is dominated by male ASN, which is 63 people and the number of female is 37 people.

Table 4.3 Characteristics of Respondents by Education

No	Education	Frequency (people)	Percentage (%)
1	Senior High School	2	23%
2	Diploma	11	11%
2	Undergaduate	72	72%
3	Master	16	16%
Jumlah		100	100%

Sourch: Results of the data are processed, 2020

Based on table 4.3 of the characteristics of respondents based on education level, it is known that the level of undergraduate education is the highest level, which means that ASN in the Cempaka Putih Subdistrict is dominated by ASN Graduates as many as 72 people and the education level of Senior High School (SMA) is the lowest as many as 2 people.

4.1 Descriptive Statistical Analysis Test Results

The variables used in this study include Assessment, Work Discipline and ASN Performance in the Cempaka Putih District Area to be tested by descriptive statistics. Table 4.4 shows the results of the Descriptive Statistical Analysis Test as follows:

Table 4.4 Descriptive Statistical Analysis Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Training	100	15	25	20,31	2,019
Work Discipline	100	16	25	20,26	2,028
ASN Performance	100	16	25	20,49	2,028
Valid N (listwise)	100				

Sourch : Output SPSS (data processed, 2020)

Based on the table above, it can be described that the number of respondents (N) is 100 (one hundred) people, out of 100 (one hundred) respondents the training variable has a minimum value of 15 (fifteen) which means that the respondent chooses the answer in the fairly agreeable category,

at a maximum value of 25 (twenty five) which means that the respondent chooses the answer to the statement in the Strongly agree category and at an average value (mean) of 20.31 (twenty point thirty one) which indicates that the respondent chooses the answer to the statement in the Agree category.

The Work Discipline variable has a minimum value of 16 (sixteen) which means that the respondent chooses the answer in the fairly agreeable category, at a maximum value of 25 (twenty five) which means that the respondent chooses the answer to the statement in the Strongly agree category and at the average value (mean) of 20.26 (twenty point twenty six) which indicates that the respondent chooses the answer to the statement in the Agree category.

The ASN performance variable has a minimum value of 16 (sixteen) which means that the respondent chooses the answer in the fairly agreeable category, at a maximum value of 25 (twenty five) which means that the respondent chooses the answer to the statement in the Strongly agree category and at the average value (mean) of 20.49 (twenty point forty nine) which shows that the respondent chooses the answer to the statement in the Agree category.

4.1.1 Validity Test

The validity test in this study was processed using a computer with the SPSS version 25 program. where, the research instrument is said to be valid (accurate) for this study if it has a validity value (rcount) less than 0.05 (critical) and if it is more than 0.05 then it is said to be invalid (inaccurate). The variables used are as follows:

Following are the results of data processing, obtained for the Training variable (X1) can be seen in table 4.5 as follows:

Table 4.5 The validity of the instrument per item of the training variable X_1

Question	r_{hitung}	Nilai r_{Table}	Sig	Keterangan
1	0,653	0,05	0,000	Valid
2	0,566	0,05	0,000	Valid
3	0,496	0,05	0,000	Valid
4	0,548	0,05	0,000	Valid
5	0,496	0,05	0,000	Valid

Sourch : Output SPSS (data processed, 2020)

Based on the table above, it proves that all statement items for the Training variable (X1) in this study are stated as valid items, because all of the statement items have a correlation value above the rtable value (0.05) and a significant value less than 0.05.

Following are the results of data processing, obtained for the ASN Performance variable (X2) can be seen in table 4.6 as follows:

Table 4.6 The validity of the instrument per item on the Work Discipline variable X_2

Question	r_{hitung}	Nilai r_{Table}	Sig	Keterangan
1	0,645	0,05	0,000	Valid
2	0,694	0,05	0,000	Valid
3	0,607	0,05	0,000	Valid

4	0,606	0,05	0,000	Valid
5	0,610	0,05	0,000	Valid

Sourch : Output SPSS (data processed, 2020)

Based on the table above, it proves that all statement items for the Work Discipline variable (X2) in this study are stated as valid items, because all of the statement items have a correlation value above the r-table value (0.05) and a significant value less than 0.05.

Following are the results of data processing, obtained for the ASN Performance variable (Y) can be seen in table 4.7 as follows:

Table 4.7 The validity of the instrument per item of the ASN Performance variable (Y)

Question	r_{hitung}	Nilai r_{Table}	Sig	Keterangan
1	0,589	0,05	0,000	Valid
2	0,651	0,05	0,000	Valid
3	0,613	0,05	0,000	Valid
4	0,584	0,05	0,000	Valid
5	0,604	0,05	0,000	Valid

Sourch : Output SPSS (data processed, 2020)

Based on the table above, it proves that all statement items for the ASN Performance variable (Y) in this study are stated as valid items, because all of the statement items have a correlation value above the r-table value (0.05) and a significant value less than 0.05.

4.1.2 Reliabilty Test

After the validity test is carried out, then the reliability test is carried out. The reliability test was carried out using the Cronbach alpha method using the help of the SPSS 25 program.

Following are the results of data processing for testing the reliability of the training, work discipline and ASN performance variables.

Table 4.8 Hasil Uji Reliabilitas

Variabel	Ketentuan	*Cronbach Alpha*	Keputusan
Training (X_1)	0,4000 – 0,5999	0,436	Reliabel
Work Discipline (X_2)	0,4000 – 0,5999	0,532	Reliabel
Performance ASN (Y)	0,4000 – 0,5999	0,569	Reliabel

Sourch : Output SPSS (data processed, 2020)

The reliability of the consistency between items on the reliability of the Cronbach Alpha value can be seen in the table above which shows that Training is 0.436, Work Discipline is 0.532 and ASN Performance is 0569. Thus it can be said that all research instruments are reliable, because they have a Cronbach Alpha value between 0.4000 - 0 , 5999. This shows that each statement item used by each research instrument can be able to obtain consistent data and if the statement is submitted again, an answer that is relatively the same as the previous answer will be obtained.

4.2 Multiple Linear Regression Analysis Test Results

Multiple linear regression analysis used in this study aims to determine the significant impact of training (X1) and work discipline (X2) on ASN performance (Y), whether each variable has a positive or negative effect. Table 4.11 shows the Multiple Regression Analysis Test Results as follows.

Table 4.9 Multiple Linear Regression Analysis Test Results

Coeficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.659	1.879		3.011	.003
Training	.415	.088	.413	4.693	.000
Work Discipline	.316	.086	.325	3.965	.000

Source : Output SPSS (data processed, 2020)

Based on the table above shows the results obtained from the regression coefficient, so that a regression equation can be made as follows:

$$Y = 5{,}659 + 0{,}415\,(X1) + 0{,}316\,(X2) + e$$

The equation above can be interpreted that if the value of Training increases it will increase the ASN Performance, and if the Work Discipline value increases, the ASN Performance will also increase. So the more frequent training is carried out and increasing the Discipline Work, it will have an effect on increasing the ASN Performance.

4.2.1 Result of the Coefficient of Determination (R^2)

The test of the coefficient of determination is used to measure the ability of the independent variables in explaining the dependent variable. The model indicated by the adjusted R-Square value. The table below is the result of the coefficient of determination test.

Table 4.10 Determination Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627[a]	.393	.381	1.596

 a. Predictors: (Constant), Training, Work Discipline
 b. Dependent Variable: Performance ASN

Source : Output SPSS (data processed, 2020)

Based on the results of the analysis in the table above, the R value is 0.381 or 38.1%, thus it can be said that variable Y is influenced by variables (X1) and (X2) by 38.1%, and the rest is influenced by other variables. such as work attitude, skill level, work climate, motivation, leadership style and so on, because the better ASN Performance will also have a good effect on related agencies.

4.2.2 Partial Test Results for Regression Coefficient (t test)

The t statistical test is used to determine whether or not the influence of each independent variable individually on the dependent variable is tested at a significant level of 0.05. The results of the t statistical test can be seen in Table 4.11, if the probability value t <0.05 then Ha is accepted, whereas if the probability value t> 0.05 then Ha is rejected..

Table 4.11 Statistical Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.659	1.879		3.011	.003
Training	.415	.088	.413	4.693	.000
Work Discipline	.316	.086	.325	3.965	.000

a. Dependent Variable : Performance ASN

Sourch : Output SPSS (data processed, 2020)

Based on Table 4.11 it can be explained that the t test results on the Variable Training (X1) and Work Discipline (X2) show the number 0.000 which means below 0.05, it can be concluded that the two variables have an effect on variable Y.

4.2.3 Simultaneous Effect Test Results (Test F)

The F statistical test aims to determine the effect of all independent variables that are included in the regression model together on the dependent variable tested at a significant level of 0.05. Simultaneous Effect Test Results using the F Test as in Table 4.12. the following

Table 4.12 Statistical Test Results F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.053	2	80.027	31.436	.000[b]
	Residual	246.937	97	2.546		
	Total	406.990	99			

Sourch : Output SPSS (data processed, 2020)

Based on Table 4.12 it can be explained that the results of the F Statistical Test on Variable Training (X1) and Work Discipline (X2) show the number 0.000, this means that the variable has a significant effect because the results are below 0.05 and the model is feasible.

.
4.3 Discussion of Research Results

Based on the various test results that have been carried out and combined with the results of previous research, the researcher will make an interpretation of the research results which are described as follows:

4.3.1 Effect of Training on ASN Performance

In this study, the t statistical test was carried out between the training variables on ASN performance which showed the results that training had an effect on ASN performance. This can be seen from the results of the significant value t is greater than the predetermined significant level of 0.05. The results of the F Statistical Test on the Variable Training also show a number below 0.05, it means that the variable has a significant effect and the model is feasible. The more training that the ASN participates in in stages, it will increase the ASN's Performance, because if they take the training, ASN will get new skills, developed knowledge, increased abilities and better competencies in doing work as ASN so that it can improve ASN Performance. The results of this study are in line with research conducted by Bister (2016).

4.3.2 Effect of Work Discipline on ASN Performance

The results of the t statistical test that have been carried out between the Work Discipline variable on ASN Performance show that the Work Discipline has an effect on ASN Performance. This can be seen from the results of the significant value t greater than the predetermined significance level of 0.05. The next test carried out in this study is the F statistical test, the F statistical test results for the Work Discipline variable also show a number below 0.05, it means that the variable has a significant effect and the model is feasible. The better the Work Discipline carried out by the ASN, the better the ASN's Performance will be. The level of Work Discipline ASN can be seen from the punctuality of work, use of tools or assets properly, dress neatly and comply with the rules that have been set, this can affect and improve ASN Performance. Through high discipline, the productivity of ASN Performance in essence can be increased. Therefore it is necessary to instill in every ASN discipline as well as possible. The results of this study are in line with research conducted by Faustyna (2015) which states that Work Discipline has an effect on ASN Performance.

4.3.3 Effect of Training and Work Discipline on Performance ASN

The results showed that there was an influence between the Training and Work Discipline variables on ASN Performance in the Cempaka Putih District area. This can be seen from the results of the t statistical test for the two variables which show Significance less than 0.05, based on the existing hypothesis, it can be stated that the model is feasible to apply, the results of this study state that there is a significant effect on the Training and Work Discipline variables. to Performance ASN. Training and Work Discipline are aligned to improve ASN Performance if the two variables are done well, and with the more frequent training provided and a good level of discipline, of course the results of the work produced will be better too. The results of this study are in line with research conducted by Marsoit (2017) which states that Training and Work Discipline have an effect on ASN Performance.

V.   CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

From the results of testing and discussion in the previous chapter, the researcher will make conclusions regarding the effect of Training and Work Discipline on ASN Performance in the Cempaka Putih District Area, so the following conclusions can be drawn:

1. Variable Training has a significant effect on ASN Performance in the Cempaka Putih District Area. Showed that ASN's training will improve ASN's Performance.
2. Work Discipline variable has a significant effect on ASN Performance in Cempaka Putih District Area. This means that Work Discipline increases ASN's Performance.

Variables Training and Work Discipline also show results that have an effect and are significant on ASN Performance in the Cempaka Putih District Area.

5.2 Suggestions

From the results of calculations and observations made by researchers, it is obtained. Based on the results of research and discussion, the authors can provide some suggestions as follows:

For agencies, it is better if the agency focuses on ASN to provide opportunities to participate in training and increase Work Discipline for all ASNs, because this affects ASN Performance. Work Discipline indicators such as being on time at work, use of the right tools and neatly dressed and training indicators such as knowledge development, skills, abilities and competencies should be considered more in order to provide maximum impact in improving the quality and quality of ASN work, given that trainers and work Discipline has a positive and significant impact on ASN Performance, so the relevant agencies increase the effectiveness of

Work Discipline, especially in the aspect of work relations, giving warnings to ASN who violate regulations.

For Researchers Furthermore, the test results (R2) indicate that there are other variables that must be considered in this study. In further research, it is better to add other variables that affect ASN performance such as level of expertise, work attitudes, motivation, leadership style, work climate and so on, because the better ASN Performance will have a good effect on related agencies too

5.3   Researcher Limitations and Further Research Development

In carrying out research, researchers encountered several limitations when conducting research. Limitations experienced by researchers so that they can be taken into consideration for future researchers in order to get maximum results in the future. The following are the limitations experienced by researchers.

During the Covid-19 pandemic, researchers had difficulty finding references and limited access to available books. Researchers also experienced difficulties in distributing questionnaires because some ASNs worked from home, which caused it to take longer to distribute and collect questionnaires.

DAFTAR REFERENSI

Aruan, 2015, Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg Power Distribution Pt. Freeport Indonesia Modus Vol.27 (2): 141-162, 2015, ISSN 0852-1875

Basthoumi, M. 2012. Analisis Pengaruh Motivasi terhadap Kepuasan Kerja dan Performance Pegawai di PT Sang Hyang Seri (Persero) Regional III Malang. *Jurnal Aplikasi Manajemen |* Volume 10, Nomor 4

Dea. 2018. Pengaruh Training dan Work Discipline Terhadap Performance Pegawai di Biro Organisasi dan Kepegawaian Sekretariat Jenderal Kementerian Perdagangan. *Jurnal Elektronik REKAMAN (Riset Ekonomi Bidang Manajemen dan Akuntansi) Sekolah Tinggi Ilmu Ekonomi Galileo.* ISSN : 2598-8107 Vol. 2 No. 1

Desi. 2015. Analisis Pengaruh The Big Five Personality Terhadap Organizational Citizenship Behavior (Ocb) Dan Performance Perawat Di Rs Santa Clara Madiun. *JURNAL MANAJEMEN INDONESIA.* Vol. 15 – No. 1

Eri, S. 2019. Manajemen Source Daya Manusia. *Jurnal Manajemen Pendidikan Islam.* Volume. 9, No. 2 Agustus 2019 P-ISSN 2407-8107 E-ISSN: 2685-4538

Faustyna. 2015. Pengaruh Pengembangan Karir Dan Work Discipline Terhadap Performance Karyawan Pada Pt.Pelabuhan Indonesia I (Persero) Medan. *Jurnal Ilmiah Manajemen dan Bisnis* Vol. 15, No. 01. ISSN: 1693-7619

Handoko, Hani. 2011. Manajemen Source Daya Manusia. Yogyakarta: BPFE

Hasibuan, Malayu S.P. *2016.* Manajemen Source Daya Manusia. Edisi. Revisi. Jakarta: Penerbit PT Bumi Aksara

Malletus, U. 2020. Effects of Employee Discipline on Organizational Performance (A Study of Nigerian Breweries Plc, Enugu, Enugu State, Nigeria. *IOSR Journal of Business and Management (IOSR-JBM).* E-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 22, Issue 5. Ser. III (May. 2020), PP 34-40

Marsoit. 2017. Pengaruh Training, Work Discipline Dan Komitmen Organisasi Terhadap Performance Karyawan Pt. Asuransi Jasa Indonesia. *Jurnal EMBA.* Vol.5 No.3 September 2017, Hal.4285-4294

Purwanto, S. 2017. Pengaruh Kompensasi, Pengembangan Karir Dan Komunikasi Terhadap Performance Karyawan. *MIX: Jurnal Ilmiah Manajemen*, Volume VII, No. 3

Simon, M. 2015. Effects of training on employee commitment, retention and performance: A case study of a Local Municipality in South Africa. *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol.7, No.15, 2015

Simon, M. 2015. Effects of training on employee commitment, retention and performance: A case study of a Local Municipality in South Africa. *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol.7, No.15, 2015

Sri, L. 2014. Training Dan Motivasi Sebagai Prediktor Performance Karyawan Departemen Produksi Pt. Y Batam. *Jurnal MIX*. Volume IV, No. 3

Sugiyono. 2018. Metode Penelitian Kuantitatif, Kualitatis, dan R&D. Bandung: Alfabeta

Waqar, Y. 2018. The Impact of Training and Development on Employee Performance. *IOSR Journal of Business and Management (IOSR-JBM)*. E-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 7

Yudi. 2016. Pengaruh Training Dan Disiplin Terhadap Produktivitas Kerja Karyawan Padapt. Jasa Marga Cabang (Belmera) Medan. *Jurnal Ilmiah Manajemen dan Bisnis*. Vol. 17, No. 01