

Work Training as Intervening Variable between Discipline and Motivation Effect towards the Labor Quality in UPT Job Training Center, Pasuruan



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ABSTRACT: This research aims to evaluate the influence of discipline, motivation, and job training on workforce quality at UPT Balai Latihan Kerja Pasuruan. Discipline and motivation are identified as critical factors that can affect the improvement of workforce quality, while job training serves as a mediating variable connecting the relationship between discipline, motivation, and workforce quality. The research method employed is path analysis to measure the collective impact of these variables. Data were obtained through a survey conducted among trainees at UPT Balai Latihan Kerja Pasuruan. The results of the analysis indicate that discipline among employees has a positive influence on job training, and motivation among employees also has a positive impact on job training. Furthermore, job training also has a positive effect on workforce quality. The findings also reveal that discipline and motivation jointly have a positive influence on workforce quality, and job training acts as a connecting factor that strengthens this influence. Thus, this research emphasizes the significance of discipline, motivation, and job training in enhancing workforce quality. Implementing the recommendations derived from this study can assist UPT Balai Latihan Kerja Pasuruan in improving workforce quality and the effectiveness of their training programs. Additionally, this research provides guidance for further studies to gain a deeper understanding of the factors affecting workforce quality in the context of an organization.

KEYWORDS: Work Training, Discipline, Motivation, Labor Quality

I. INTRODUCTION

The problem of good labor quality needs proper handling. A multi-dimensional settlement that positions labor as an important factor becomes essential in the global context to encounter the free market of the ASEAN Economic Community. ASEAN Economic Community is a form of economic cooperation among countries that are members of the Association of Southeast Asian Nations (ASEAN). At the end of 2015, because of the implementation of the ASEAN Economic Community, the members of ASEAN will experience a free flow of goods, services, investment, and educated labor from and to each country.

In the globalization of the ASEAN Economic Community era, the labor competitors in Indonesia are not only Indonesian citizens but also citizens of ASEAN members; vice versa, Indonesian citizens also become competitors in other countries. Therefore, the government needs to enhance the quality of skilled workers who can compete with other countries. According to Matinuta (2001), an excellent quality of labor consists of Knowledge, Skill, and Abilities. That aligns with Undang-Undang 13 of 2003 concerning Manpower, which emphasizes that "Work competence is an individual ability to work covering knowledge, skills, and attitude according to the established standard (Chapter 1, Article 1). One way to develop competence is through work training, where individuals can acquire the necessary knowledge, skills, and abilities relevant to their field.

Rival and Sinaga (2010) stated that work training is a part of education that involves a learning process to acquire and increase skills. Work training usually lasts for short periods and prioritizes practice over theories. Work training is an investment in increasing labor quality; training needs to be designed and implemented as well as possible to provide added value. Developing work competencies through training is intended to achieve the workforce's work-based competencies (knowledge, skills, and attitudes) following industry needs.

Certain supporting elements, such as discipline and motivation, are essential to establishing effective job training and cultivating a skilled workforce. According to Sanjaya (2005), discipline in study is important for students because their goals

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would be easier to reach if they had discipline. The work training also needs motivation; the participant is expected to have great discipline and follow the regulations implemented by the UPT Job Training Center. The regulations include attending morning assembly, saying the student pledge, entering class on time, participating in all teaching and learning activities, being diligent in attending, following the instructor's instructions, and following the rules of each vocational program.

Conversely, discipline in work training also needs to be supported by motivation. Motivation is essential during work training as it prevents boredom and maintains high spirits. According to Azwar (2000), motivation is a stimulation, encouragement, or power generator that a person or group of people has who want to act and work together optimally in carrying out something that has been planned to achieve a predetermined goal. A student will have a high spirit in learning if pushed by motivation.

The Department of Manpower and Transmigration of East Java Province had sixteen units in work training. The units worked to arrange work training and knowledge according to competence, administration, and community service. UPT Job Training Center, Pasuruan, is an institution that executes work training for job-seekers in Pasuruan. The training program is expected to create skilled labor according to the company's needs.

UPT Work Training Center is one solution to increasing labor quality, especially for people at the high school education level. For people in vocational high school, work training can help them increase their skills and abilities because most of them can't continue their studies to a higher level.

The training standard in the UPT Job Training Center adjusts to the Indonesian National Work Competency Standards (SKKNI). SKKNI consists of a formulation to create workability that includes knowledge, skills, ability, and attitude relevant to the implementation of duties and job requirements as stipulated in the following statutory provisions. Some vocational training in the UPT Job Training Center, Pasuruan, are business and management, automotive and cooler technique, garment apparel, electricity, manufacture, welding, information and communication technology, cosmetology, and processing. The training period typically lasts 30-45 days per the vocational training program. Upon completion, participants will receive a certificate and acquire the necessary work competence (including attitude, knowledge, and skill) in their respective fields. Also, the participant is equipped with entrepreneurial skills to open their own business. According to the explanation, this research analyzes the effect of discipline and motivation towards labor quality through work training in UPT Job Training Center, Pasuruan.

II. LITERATURE REVIEW

Labor Quality

According to Radardjo (2010), labor quality is not only determined by physical energy and skills but also by knowledge, education, experience, and value. Meanwhile, Notoatmodjo (2009) said that the indicators of great labor quality include education and training. So, it can be concluded that knowledge, skill, and attitude are essential to creating excellent labor quality. In this research, the indicators of labor quality, according to Matinuta (2001), are attitude, knowledge, and skill or ability.

Work Training

Dessler (2011) found that training is a teaching process that teaches skills the new worker needs to perform their job. Training refers to developing working skills that can be used immediately. According to Mathis and Jackson (2011), training is a process in which expectant workers learn the capability to help finish the job. Specific skills and knowledge are needed for some jobs the workers are interested in. In this research, the indicators of work training according to Manpower and Transmigration Ministerial Regulation (Permenakertrans) 08 of 2014 are preparation, implementation, and evaluation.

Discipline

According to Baumeister et al. (2007), the Self Control Theory shows that discipline is an individual's ability to control immediate impulses and act under long-term goals. Meanwhile, in work training, discipline means the attitude of obeying regulations, both written and unwritten, and being able to implement them so that training objectives are more easily achieved. The level of discipline determines how far an individual can join the training seriously, finish the task and instruction, and keep the commitment to the education process. Individuals with high levels of discipline tend to be more involved in the training, can apply the training knowledge well, and achieve better goals. According to Robbins (2005), there are three indicators of discipline: time discipline, regulation discipline, and responsibility discipline.

Motivation

Mangkunegara, in Fadillah (2013), found that motivation is a driving need within an employee that needs to be fulfilled so that the employee can adapt to his environment and achieve the goals that have been set. Meanwhile, according to Sutrisno

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in Hamali (2018), motivation is a factor that drives an individual to do some activities; therefore, motivation is sometimes interpreted as a driving factor in some individuals. In this research, the indicators of motivation, according to Mangkunegara (2009), are responsibility, achievement, opportunities to step forward, performance recognition, and challenging work.

III. METHODS

This research is quantitative research that need statistics tools. The research uses explanatory research to explain the variables' position and impact on each other (Sugiyono, 2012). The scope of the research includes exploring the relationship between discipline and motivation towards labor quality, and using training as moderation. The sampling method used census and found 64 respondents' prospective workers, within 4 training packages in office administration, administration officer, cooking bread and cookies, and industrial electrical automation installation. The data collection was done using a questionnaire with the Likert scale. Moreover, the data analysis includes descriptive analysis, classic assumption test, and hypothesis analysis using IBM SPSS.

IV. RESULT

A. Respondent Characteristics

Initially, the questionnaire was distributed to 64 respondents which are prospective workers, within 4 training packages in UPT Job Training Center, Pasuruan. Furthermore, the characteristics of the respondent explain in Table 1:

Table 1. Respondent Characteristics

Characteristics	Category	N	Percentage
Gender	Female	26	40.6%
	Male	38	59.5%
Age	15-25 years old	25	39.1%
	26-35 years old	28	43.8%
	36-45 years old	11	17.2%
Education	Senior High School	18	28,1%
	Vocational High School	33	51,6%
	Diploma/Bachelor	13	20,3%

Table 1 indicate that the most of the respondent are the male prospective workers, 26-35 years old, and the education are most from vocational high school.

B. Classic Assumption Test

This study has 3 assumption tests. First is normality test, in this research using histogram chart for the two sub-structural. Therefore, the result is all of the sub-structural data distribution follows a normal curve, so it can be concluded that the data is normally distributed, also the probability plot is in line with the diagonal line. Second is multicollinearity test found that the VIF value less than 10 and the tolerance value bigger than 0.10, therefore this regression free from multicollinearity. Last is heteroskedasticity test found that the scatterplot is scattered around so there is no heteroskedasticity in this data.

C. Hypothesis Test

Table 2. Hypothesis Test

Hypothesis	Coefficient	t	Sig.	Summary
Direct Effect				
Discipline (X1) -> Job Training (Y1)	0.264	2.756	0.008	Significant
Work Motivation (X2) -> Job Training (Y1)	0.721	7.893	0.000	Significant
Discipline (X1) -> Labor Quality (Y2)	0.195	2.270	0.027	Significant
Work Motivation (X2) -> Labor Quality (Y2)	0.297	2.709	0.009	Significant
Job Training (Y1) -> Labor Quality (Y2)	0.559	5.167	0.000	Significant
Indirect Effect				

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Discipline (X1) -> Job Training (Y1) -> Labor Quality (Y2)	$0.264* \times 0.559* = 0.147$	$0.195 + 0.147 = 0.342$
Motivation (X2) -> Job Training (Y1) -> Labor Quality (Y2)	$0.721* \times 0.559* = 0.403$	$0.297 + 0.403 = 0.700$

From table 2 found that there is significant effect between discipline (X1) and job training (Y1) because the Sig. value is 0.008 which is smaller than 0.05. Next, there is significant effect between work motivation (X2) and job training because the Sig. value is $0.000 < 0.005$. Between discipline (X1) and labor quality (Y2) there is significant effect because the Sig. value is 0.027 which is smaller than 0.05. Next, there is significant effect between work motivation (X2) and labor quality (Y2) and last there is also significant effect between job training (Y1) and labor quality (Y2). As for the indirect effect the total effect between discipline (X1) and labor quality (Y2) through job training (Y2) is 0.342 which are bigger than the direct effect. Also, between motivation (X2) and labor quality (Y2) through job training (Y1) found that the total effect is 0.700 bigger than the direct effect. Therefore, it is found that the job training able to mediate discipline and motivation towards labor quality.

V. DISCUSSION

Discipline Effect towards Job Training

This research found that increasing discipline in training participants positively affected work training. The influence shows in the responsibility discipline in the question item "I always finish my tasks," being the highest score. This question item shows the participant's commitment to finishing their task consistently. Discipline can indicate the level of responsibility and implication of the participant in the training process. The Participants with a high level of discipline tend to focus more and be dedicated to understanding and applying the training material in daily work.

Motivation Effect towards Job Training

This research found that increasing motivation in the UPT Job Training Center, Pasuruan, will positively affect work training. It is shown in the responsibility indicator with the question item "I always put back all of the training facilities that I used," which had the highest score. In the work training context, motivation can be essential to a participant's active role in the training. It shows that the participant commits to maintaining and caring for training assets. The participant's positive motivation can push them to get involved in the work training and increase their attendance rate.

Job Training Effect towards Labor Quality

Job training positively influences labor quality in UPT Job Training Center, Pasuruan. Hence, it's shown in indicator preparation with question items "I took the training through CBT test and interview" and "All the facilities given by the Job Training Center such as uniform, module and learning material" had the highest score in the questionnaire. The preparation indicator, including test and interview, can be a great selection for the participant so that the job training can ensure the participant can join the training. This can lead to an improvement in the quality of participants who will be trained. Hence, the facility given by the job training center also affects the effectiveness of the training. The uniform, module, and complete stationery can help the participant prepare for the learning process.

Discipline and Motivation Effect towards Labor Quality

This research found that discipline and motivation in UPT Job Training Center participants can positively influence labor quality. Hence, the participants with a high level of discipline tended to be more focused and consistent in learning and applying the skills. On the other hand, highly motivated participants have a high spirit in developing their potential and reaping the most from the job training process. It can show that the quality of the participants is also increasing.

Discipline and Motivation Effect towards Labor Quality through Job Training

Increasing discipline and motivation in the UPT Job Training Center, Pasuruan can positively influence labor quality through job training. In this case, job training is considered a variable that helps the quality of labor increase from discipline and motivation. Discipline becomes the most influential variable because it can show the obedience of training participants in following the established curriculum and learning process. Meanwhile, motivation can determine how far the participant receives, responds to, and applies what is learned in the job training.

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VI. CONCLUSION

Based on the result of the research about the effect of work training as intervening variable between discipline and motivation towards labor quality in UPT Job Training Center, Pasuruan, the conclusion stated:

1. Discipline, motivation, and work motivation significantly influence workforce quality in UPT Job Training Center, Pasuruan. By increasing the level of participant's discipline and motivation, also arrange an effective training program can help increasing the quality of the work force.
2. The level of participant's discipline can contribute in the work training well. Because the highly motivated participant tends to more active while joining the training, therefore, the training can run easily and positively affected the work force quality.
3. Therefore, the level of motivation also affected work training. The higher motivation level, the higher the participant can actively join the work training.
4. Work training can positively influence work force quality. Increasing the skills, knowledge, and competence by work training can help creating a high quality of work force.
5. Discipline and motivation directly influence work force quality. Because the highly discipline and motivated work force tends to generate a great and better result in their work.
6. Meanwhile discipline and motivation positively affected work force quality through work training. In this case, work training plays as mediator between discipline, motivation and work force quality.

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