

## THE ROLE OF TRAINING AND WORK DISCIPLINE ON THE EMPLOYEE PERFORMANCE OF GENERATION Z

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### ABSTRACT

*Increasing employee performance is a challenge for companies in their efforts to develop existing human resources. An employee's performance will be influenced by several things, including job training and work discipline. This is no exception for Generation Z who are also included in the workforce. The aim of this study is to determine and analyze the role of work training and work discipline on the performance of generation Z employees. This research is research that uses literature studies or literature studies whose aim is to analyze and identify findings from several previous studies in the form of articles, journals and other scientific works. The data used in this library research research includes 20 previous research journals conducted in several countries. The research results from the analysis of 20 related journals, 19 journals showed that there was a positive and significant influence between training and work discipline on employee performance, while 1 journal showed that job training did not have a significant influence on employee performance. There are still limitations and differences in results in this research so that in the future it is hoped that researchers can examine more deeply the role of training and work discipline on employee performance by using library study methods as well as statistical analysis methods such as multiple linear regression analysis using Partial Least Square (PLS) software. or the Statistical Package for the Social Sciences (SPSS).*

**Keywords:** Training, Work Discipline, employee Performance, Z generation.

## 1. INTRODUCTION

In the world of work, whether in a company or an agency, employee performance plays a very important role in the process of achieving the company's vision and mission. The success goals expected by every company, organization and agency depend on the performance displayed by each employee. Success or failure in achieving company goals can be seen from the results of employee performance. Improving performance is a challenge for companies in their efforts to develop existing human resources. In the modern era and digitalization, companies are faced with a phenomenon called Talent War. This phenomenon is very massive, the company's performance is disrupted because it is difficult to find competent candidates to fill strategic positions in the company. Currently, the phenomenon of the war of talent is still continuing both globally and in Indonesia. Since its emergence in the modern business era, various companies have increasingly sought people with the best skills to fill strategic positions in the company. The current Indonesian population, based on a survey at BPS (Central Statistics Agency) in 2020, shows that there is a significant difference in numbers between generations X and Z. In other words, the current workforce is dominated by generation Z. Generation Z are people who born in the internet generation, a generation that already enjoys technology and the internet. In general, Generation Z was born between

1996 and 2012. Rapidly developing internet technology has had a big impact on Generation Z.

According to research by Francis (2018), there are striking differences between the generations, with Generation Z having the least positive outlook on life, including lower emotional and social well-being than the older generation. Gen Z is more likely to experience mental disorders than Gen X or baby boomers. However, there are several positive things that appear to exist in generation Z, where generation Z is considered to have flexibility in the world of work, generation Z or gen Z likes freedom and is able to make goals, achievements and aspirations at work, is able to find what they want, can become themselves to find happiness, appreciate diversity, be open, and also always want to develop, this encourages Gen Z to be efficient and adaptive at work (Dinisari, 2023).

Judging from data obtained from the Central Statistics Agency in 2022, it shows that of the 143.72 million workforce in Indonesia, 27.94% is dominated by generation Z, followed by 25.87% percent of the workforce from the millennial generation (KarirLab Team , 2024). Generation Z in Indonesia is predicted to become a major asset for the world of work in the next 10 years, with the rapid progress and development of technology and information, this is in line with the characteristics of generation Z, known as the digital generation.

Many companies are currently taking various steps to ensure that the company's human resources have high quality, a productive work ethic, skills and creativity, professionalism, discipline, and are able to master and develop technology. One way is through training. Training is an effort to develop human resources, especially to develop the intellectual abilities and personality of employees. According to Anggraini, Kemala & Emi Suwarni (2023), the more frequently an employee participates in job training, the more the employee's performance will improve.

There are several methods that can be used in training, including in-class methods, role models and assignment/experimental training. From the results of research conducted by Khasanah & Saragih (2023), it shows that the training methods that Generation Z is interested in are the assignment/experimental training method, then the role model training method, finally the in-class method, where these three training methods tend to involve active activities at work. not a passive activity.

Apart from job training, there are several other factors that can influence employee performance, one of which is work discipline. According to Hasibuan (2013) one of the factors that is very influential in human resources is the discipline factor. For companies, work discipline will create a good work environment and the process of carrying out tasks can run as expected, so that maximum results are obtained and the company's goals will be achieved. Based on the background above, it can be concluded that this research has a purpose to analyze the role of job training and work discipline on the performance of generation Z employees.

## **2. RESEARCH METHOD**

The research method in this research is the literature study method or literature review. Collecting data is carried out by reviewing, reading and analyzing various research sources, articles and previous research journals. Collecting data was carried out using the help of search engines through several web addresses. These include Google search, Google scholar,

Scientificdirect and Emerald. This research uses 20 previous research articles which are summarized in table 1 below:

Table 1. Prior Research Sources

Researcher, Year, Machine Search and Journal	Title Study	Research Methods	Variables (X, Y, Z)	Research Result
Muzakir & Widianoro (2024) <i>Google Scholar</i> Management Studies and Entrepreneurship Journal	The Influence of Compensation and Work Discipline on the Performance of Generation Z Employees in Sidoarjo	The method in this research is quantitative with the technique used to collect data is a questionnaire. The data analysis technique is multiple linear regression using the T-statistics program.	Compensation (X1) Work discipline (X2) Generation Z (Y) Employee Performance	Compensation and work discipline variables have a positive and significant influence on the performance of generation Z employees in Sidoarjo.
Suciati & Deswarta (2024) <i>Google Scholar</i> Scientific Journal Religion and Society	Influence training work, education level, and experience Work to performance employee Generation Z in Selat Panjang	Retrieval method sample used is method nonprobability use purposive sampling technique. In research This use data analysis using the Partial Least Square (PLS) approach, using the SEM (Structural Equation Modeling) model	Job training (X1) Education Level (X2) Work Experience (X3) Employee Performance (Y)	The result show that training, level education, and experience Work own influence positive to performance employee Generation Z
Anggraini, Kemala and Suwarni (2023) <i>Google Scholar</i> <i>Journal Mirai Management</i>	Influence Experience work, level of education, training Work to employee generation Z in Bandar Lampung	Types of research This is study with approach quantitative. withdrawal sample use nonprobability method with technique taking sample is purposive sampling.	Work Experience (X1) Education Level (X2) Job Training (X3) Generation Z (Y) Employee Performance	Work experience , level of education and job training have a positive and significant effect on employee performance in Generation Z.
Fathurahman & Ahman (2020) <i>Google Scholar</i> Journal of Economic Management Information Systems	Influence HR and Culture Training Organization On Employee Performance with Discipline Work As Intervening Variables in Attarakha Photography Bandung	This research was conducted using a quantitative approach. Population and research sample is all over employee at Attarakha Photography. Partial least squares (PLS) was used For test hypothesis in study This with use SmartPLS 3.0.	Training (X1) Culture Organization (X2) Employee Performance (Y) Work Discipline (Z)	There is a significant positive influence of HR training on employee performance, there is no significant positive influence of organizational culture on employee performance, there is a significant positive influence of HR training on work discipline, there is a significant positive influence of organizational culture on work discipline, then there is a significant positive influence from work discipline to employee performance
Caissar Chrisvan, et.al (2022) <i>Google Scholar</i> <i>Accounting and Management Journal</i>	The influence of work motivation and work discipline on employee performance	The research that will be used is descriptive and verification research, with a sample size of 50 employees. Data processing techniques used is technique analysis track.	Work motivation (X1) Work discipline (X2) Employee Performance (Y)	Research result show that: There is influence significant motivation work and discipline Work to performance employee.
Siagian, et.al (2022) <i>Google Scholar</i> <i>Journal of Business Management</i>	The influence of the work environment, work motivation and work discipline on the performance of National Pharmacy Committee employees	Study This is survey research with approach quantitative. The sample consisted of 60 employees with technique taking sample proportional random sampling. Data collection using questionnaire whereas data analysis was carried out with use analysis regression multiple	Work motivation (X1) Work discipline (X2) Working environment (X3) Employee performance (Y)	Research result This show that: Work motivation, work discipline, The work environment has a significant effect on employee performance.
Pratiwi et.al (2023) <i>Google Scholar</i> Economic Journal of Management Information Systems	The Influence of Training, Communication and work discipline on Employee Performance.	Using quantitative methods and literature review.	Training (X1) Communication (X2) Work discipline (X3)	Research result: Training, communication and discipline Work own influence significant to performance employee.

Researcher, Year, Machine Search and Journal	Title Study	Research Methods	Variables (X, Y, Z)	Research Result
			Employee Performance (Y)	
Muhammad <i>et.al</i> (2019) <i>Science Direct</i> <i>Proceedings of the 3rd International Conference on Accounting, Business &amp; Economics</i>	<i>Effect of Compensation and Discipline on Employee Performance</i>	The data collection technique used was interviews and questionnaires. Data analysis uses multiple linear regression.	Compensation (X1) Work discipline (X2) Employee Performance (Y)	There is a positive and significant influence between compensation and work discipline on employee performance.
Mangkunegara & Waris (2015) <i>Science Direct</i> <i>Procedia - Social and Behavioral Sciences</i>	<i>Effect of training, Competence and discipline on Employee performance in Company (A study in PT. Asuransi Get up Askrade</i>	Method used is survey methods and data processing techniques using multiple linear regression	Training (X1) Competency (X2) Employee performance (Y)	Training, competency and discipline have a significant effect on employee performance.
Giday & Elantheraiyan P (2023) <i>Science Direct</i> <i>Journal Social Science &amp; Humanities Open</i>	<i>A study on the effect of training on employee performance in the case of Mekelle City, Tigray, Ethiopia</i>	study This use method quantitative with cross-sectional design. The data analysis techniques used are IBM SPSS version 20 and IBM Analysis Structures (AMOS) version 23.	Training (X1) Employee performance (Y)	The research results show that the assessment of training needs and the availability of training resources have a significant effect employee performance. Meanwhile, employee perceptions of training are not the main determinant of employee performance
Afsana, Afrin & Tarannum (2015) <i>Google Scholar</i> <i>Journal of Business and Technology</i>	<i>Effect of Training on Employee Performance: An Empirical Study on Telecommunication Industry in Bangladesh</i>		Training (X1) Employee performance (Y)	The research results reveal that there is a positive and statistically significant influence between training on employee performance
Saepudin, Fauzi, Pujiwati (2023) <i>Google Scholar</i> <i>Journal of Management Economics System Information</i>	<i>Influence Training, Environment Employment and Compensation On Employee Performance: SLR</i>	Method used namely Systematic Literature Review (SLR)	Job training (X1) Work Environment (X2) Compensation (X3) Employee Performance (Y)	The research results show that training, work environment and compensation have a positive and significant effect on employee performance
Roqibun, Ningsih & Proverbs (2014) <i>Google Scholar</i> <i>Journal of Management Faculty Economics</i>	<i>Influence Motivation work and discipline Work to performance Education and Training Agency employees employee Regency Bengkalis</i>	The method used is multiple linear regression.	Work motivation (X1) Work discipline (X2) Employee Performance (Y)	Research result show that Motivation work and discipline Work influential significant to performance employee.
Sentoso Antony, Agustinus Setiawan, Weni Vivianti (2024) <i>Google Scholar</i> <i>Economic, Business, Management, and Accounting Journal</i>	<i>Analysis of The Effects of Training, Motivation, Work Environment, Leadership and Compensation on Employees Performance in Generation Z in Batam City</i>	Research methods quantitative used on 385 respondents as sample study.	Training Effect (X1) Motivation (X2) Work Environment (X3) Leadership and Compensation (X4) Generation Z (Y) Employee Performance	Leadership and compensation variables significantly increase employee performance, while training, motivation and work environment factors do not match the results of the hypothesis analysis.
Hasanah & Saragih (2023) <i>Google Scholar</i> <i>Journal of Economics, Finance and Management Studies</i>	<i>The Effect of Training Methods on the Performance of Gen Z Employees in Jakarta</i>	Study This involving 255 samples Generation Z ever working in DKI Jakarta, using approach quantitative and hypothesis testing.	Training Method (X) Gen Z (Y) Employee Performance	The results show that Generation Z is more likely to like training that involves activities participation in work rather than a passive approach.
Safitr, <i>et.al</i> (2021) <i>Google Scholar</i> <i>Scientific Journal Management Sam Ratulangi University Business and Innovation (JMBI UNSRAT)</i>	<i>Influence Discipline Work, Motivation Work and Satisfaction Work Regarding the Performance of Generation " Y" Civil Servants (PNS) (Case at the Ministry of Trade, Jakarta)</i>	Amount specified sample of 401 sample. Withdrawal sample done using simple random sampling via the SPSS program. Analysis statistics on research	Work Discipline (X1) Work Motivation (X2) Job Satisfaction (X3) Generation Y (Y) Employee	The results of this study show that there is a positive influence from work discipline, work motivation, and job satisfaction with performance employee.

Researcher, Year, Machine Search and Journal	Title Study	Research Methods	Variables (X, Y, Z)	Research Result
		This using partial least squares-structural equation modeling (PLS-SEM) through the SmartPls 3.0 program.	Performance	
Raharjo, Hamid, Prasetya (2014) <i>Google Scholar Journal Administration Business</i>	Influence Training to Motivation Employee Work and Performance (Study of Training Center Employees Agriculture (BBPP) Ketindan Lawang)	Type of research used in study This is study explanation (explanatory research) with approach quantitative.	Training (X1) Motivation Work (Y1) Employee Performance (Y2)	The result show that training have influence significant to motivation Work and Employee Performance.
Ibrahim & Boerhannoeddin (2017) <i>Emerald Management Studies and Entrepreneurship Journal</i>	<i>The effect of soft skills and training methodology on employee performance</i>	Study This adopt approach quantitative. Questionnaire given to managers and executives selected from a number of company Malaysian private sector.	Soft skills(X1) Methodology training (X2) Employee Performance (Y)	The results show that two predictors of soft skills acquisition and training methodology – significantly predict employee performance
Nurhayati, Afif, Khairunnisa (2022) <i>Google Scholar Journal of the Center for Popular Education Studies</i>	The Effect of Training and Work Discipline on Improving Performance Employees at PT. North Sumatra Bank Stabat KCP Sharia	Types of research This is study quantitative which emphasizes numerical data	Training (X1) Work Discipline (X2) Employee Performance (Y)	There is significant influence between training and discipline Work to enhancement performance employees at PT. Bank SUMUT Syariah KCP Stabat.
Pawirosumarto & Bachelor (2016) <i>Emerald International Journal of Law and Management</i>	<i>Factors affecting employee performance of PT. Kiyokuni Indonesia</i>	The analytical method used is multiple linear regression analysis using SPSS Version 22.	Leadership Style (X1) Motivation (X2) Discipline (X3) Employee performance (Y)	Research result This show that there is influence positive and significant in a way simultaneous between style leadership, motivation employees and discipline to performance employee.

### 3. RESULTS AND DISCUSSIONS

This research is based on literature study using 20 journals. Journal data results obtained from search engines are 75% from Google Scholar, 15% from science direct, and 10% from Emerald. Research discussing work discipline variables is 11 journals, while job training is 13 journals, and employee performance is 20 journals.

Based on research conducted by Suciati, Tri Aprialia & Deswarta (2024), results were obtained showing that job training has a positive and significant influence on employee performance. This is also in line with the results of research conducted by Raharjo, Hamid & Prasetya (2014), Mangkunegara & Waris (2015), Ibrahim & Boerhannoeddin (2017) Saepudin, Fauzi & Pujiwati (2023), Hasanah & Saragih (2023), and Anggraini, Kemala & Emi Suwarni (2023) showed the results that the training given to employees had a significant influence on employee performance.

According to Pratiwi et.al (2023), training has benefits in increasing employee awareness in adding and utilizing work skills, helping to understand work, being able to work effectively and productively so as to create quality results.

Such as research conducted by Afsana, Afrin & Tarannum (2015) regarding the impact of training on employee performance in the Telecommunication Industry in Bangladesh. The results of the research show that training has a positive and significant impact on overall employee performance. With training, employee opportunities and knowledge will broaden. Training also has a positive relationship with increasing employee knowledge, work skills and positive attitudes.

In research conducted by Muzakir & Widianoro (2024), the work discipline variable has a significant and positive influence in improving employee performance. A disciplined attitude will tend to improve employee performance. Self-discipline efforts at work such as arriving on time, carrying out tasks on time, not being lazy and skipping work will have an impact on increasing employee performance in the company.

The research results of Pawirosumarto & Bachelor (2016) explain that there is a positive influence between the training carried out on employee performance. This means that the implementation of targeted and useful training activities carried out by the Company can enable employees to improve their skills and abilities, so that this will have an effect on increasing employee performance. Several other studies that support the significant influence of work discipline on employee performance include research conducted by Pawirosumarto & Bachelor (2016), Arif, et.al (2019), Roqibun, Ningsih & Amsal (2014) Siagian, et.al (2022), Safitri, et.al (2021).

Research conducted by Caissar, et.al (2022) also shows the results that work discipline has a significant influence on employee performance. Employees demonstrate a high level of discipline through time efficiency in working and completing tasks. When a disciplined attitude is applied by every employee, the tasks given can be carried out well and optimally, so that the Company's expected goals can be achieved precisely.

In research conducted by Fathurrahman & Ahman (2020) in Bandung, the results show that HR training has a significant influence on work discipline, and work discipline has a positive and significant influence on employee performance.

This is supported by other research conducted by Nurhayati, Afif, & Khairunnisa (2022) which shows that together training and work discipline have a positive and significant effect on increasing employee performance. Training activities carried out by the Company can increase knowledge, abilities and skills which will be useful for the interests and goals of the organization now and in the future.

#### **4. CONCLUSIONS AND SUGGESTIONS**

The characteristics and traits inherent in generation Z can be utilized effectively and developed and directed according to their role, they will have a positive impact and provide benefits for the company or institution. This is in line with the development and use of technology in the work industry with the characteristics of generation Z as a digital generation that cannot be separated from technology in everyday life.

Training and work discipline provided by companies or organizations to employees will be able to improve employee performance if developed and provided appropriately. Job training can increase insight and skills so that it will improve employee performance. Work discipline is expected to control and balance the use of time at work so that productivity and efficiency can be achieved.

There are still limitations and differences in results in previous research, so it is still possible to carry out further research and study further regarding the influence or role of job training and work discipline on employee performance in generation Z. In this research, the limitation is only by using the literature study method or literature study on previous scientific articles. So that in further research researchers can study more deeply using library study methods as

well as statistical analysis methods such as multiple linear regression analysis using Partial Least Square (PLS) software or Statistical Package for the Social Sciences (SPSS).

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