

## **THE EFFECT OF JOB TRAINING, FINANCIAL COMPENSATION, AND WORK LOYALTY ON EMPLOYEE PERFORMANCE AT PT. PLN KRUENG GEUKUEH**

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### **Abstract**

This research aims to examine the influence of Job Training, Financial Compensation and Work Loyalty on Employee Performance at PT. PLN Krueng Geukueh. The data used in this research is primary data obtained by distributing questionnaires to 56 respondents. The data analysis technique used is multiple linear regression analysis using the Statistical Program for Product and Service Solution (SPSS) version 25 software. The results of the research show that there is a positive and significant influence between job training on employee performance, financial compensation has a positive but not significant influence on employee performance and the influence of work loyalty has a positive and significant influence on employee performance.

**Keywords:** *Employee Performance, Job Training, Financial Compensation and Work Loyalty.*

### **INTRODUCTION**

Employee performance is the quality and quantity of work delivered by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Employee performance has a significant impact on the development of a company or organization. This is because performance reflects how well an employee performs their role within the organization, including their level of effectiveness and efficiency in meeting the expectations set to achieve the company's goals. To achieve maximum performance, a company must establish mutually supportive relationships and provide incentives to employees to be productive in fulfilling their tasks and responsibilities. Factors influencing employee performance include job training, financial compensation, and work loyalty. Based on initial observations at PT. PLN Krueng Geukueh, it was found that employee performance still faces various challenges. Several phenomena were observed that indicate that ideal performance has not yet been achieved. These include delays in completing technical tasks, lack of time discipline, and low initiative in independently resolving issues on-site. On the other hand, there are still employees who demonstrate a lack of ability to adapt to new work procedures implemented by the company. This condition indicates that there are factors that have not fully supported the achievement of optimal performance, both from an individual and group perspective.

Training is one of the most common activities carried out by organizations, because through training, employees are equipped with better skills and productivity. Training plays a crucial role in ensuring that an organization's workforce possesses the necessary knowledge, abilities, and skills to meet the organization's needs, both currently and in the future. Workplace training is a process aimed at enhancing employees' competencies through systematically designed educational programs to achieve specific objectives. Therefore, companies require training programs as a means to improve the skills and knowledge of their employees. PT. PLN Krueng Geukueh also provides on-the-job training to new employees through technical operational training. This training aims to help employees work more effectively and efficiently in performing their duties. The materials provided include technical training, special customer service, and field skill development for new employees. However, in reality, not all employees who have undergone training show significant performance improvements. Some employees still face difficulties in applying the knowledge gained during training to their daily tasks. Based on the results of research conducted by (Setyabudi et al., 2021). Job training has a positive impact on employee performance, as it plays a

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crucial role in enhancing knowledge, sharpening skills, and strengthening individual competencies to better align with the demands and responsibilities of their roles. Through structured and continuous training, employees can improve their effectiveness and efficiency in performing tasks, reduce the risk of work-related errors, and contribute more effectively to achieving organizational goals. Compensation is a reward given to employees as a form of recognition for their contributions to the company. Compensation given to employees is not always in the form of money, but can also be in the form of goods, social protection or security, and opportunities provided fairly, commensurate with the contributions of employees in helping the company achieve its goals. This compensation is expected to increase employee motivation and morale, so that they are able to perform at their best for the company. The financial compensation provided by PT. PLN Krueng Geukueh indicates that employee wages and salaries are in line with company standards. However, based on field observations, there are still some employees who express dissatisfaction with the current compensation system. There is a disparity in employees' perceptions regarding the fairness and adequacy of the compensation they receive. Some employees feel that the increasing workload is not matched by an equivalent increase in compensation, particularly in terms of overtime incentives. Some employees feel that the incentive system lacks transparency, which could potentially reduce work motivation and loyalty to the company. Based on research conducted by Syam et al. (2023), compensation has a positive effect on employee performance because it can increase motivation, satisfaction, and commitment to the company. When employees receive compensation commensurate with their contributions and responsibilities, they will feel appreciated, thereby increasing their enthusiasm and dedication to their tasks.

Loyalty is a condition of a person's attitude to remain steadfast in their loyalty to the company, superiors, and colleagues. Employee loyalty in the workplace is essential for every company, as employees with high job loyalty will demonstrate their dedication to their work without waiting for instructions from their superiors, ensuring that every task is carried out to the best of their ability. Work loyalty at PT. PLN Krueng Geukueh indicates that employees are adhering to regulations, such as the use of personal protective equipment (PPE). However, several phenomena indicate a decline in loyalty among some employees. This is reflected in high absenteeism rates and low initiative in completing tasks. Some employees even show a lack of enthusiasm toward additional tasks or assignments outside their primary work areas. Employees who are less responsible for the tasks assigned to them can be observed in teamwork, as well as in adhering to operational standards and company policies. Based on research conducted by Hartika et al. (2022), work loyalty has a positive impact on employee performance, as loyal employees typically exhibit a strong sense of responsibility and commitment to the company's objectives. Additionally, loyal employees feel an emotional connection to the company, which motivates them to achieve good results and feel proud of their contributions.

## **LITERATURE REVIEW**

### **The Influence of Job Training on Employee Performance at PT. PLN KRUENG GEUKUEH**

Job training has a significant impact on improving employee performance at PT. PLN Krueng Geukueh. The training program implemented by the company aims not only to improve employees' technical skills, but also to strengthen their understanding of efficient work procedures and applicable operational standards. Through training, employees gain deeper practical knowledge, enabling them to perform their duties more accurately, quickly, and responsibly in accordance with the demands of the field. Additionally, training contributes to fostering positive work attitudes, such as discipline, team collaboration, and initiative in resolving issues. This is particularly important in a dynamic work environment that requires adaptation to technological changes and customer service procedures. Employees who participate in training tend to demonstrate improvements in service quality, work productivity, and operational efficiency. Furthermore, job training supports the strengthening of a professional work culture within the organization, increases employee confidence, and encourages a higher sense of responsibility for work results. Thus, job training at PT. PLN Krueng Geukueh is not only a means of skill development but also a key pillar in creating superior and competitive human resources in the electricity sector.

### **The Influence of Financial Compensation on Employee Performance at PT. PLN KRUENG GEUKUEH**

Financial compensation plays an important role in encouraging improved employee performance at PT. PLN Krueng Geukueh. Compensation, which includes base salary, allowances, bonuses, and other incentives, is a form of reward for the contributions made by employees to the company. By providing appropriate and fair compensation, the company is able to create a sense of satisfaction, security, and appreciation among employees, which directly impacts increased work motivation. Employees who feel financially valued tend to be more loyal, productive, and responsible in performing their duties. They have a stronger drive to meet work targets, maintain service quality, and strengthen their commitment to the company's vision and mission. Adequate compensation also helps reduce

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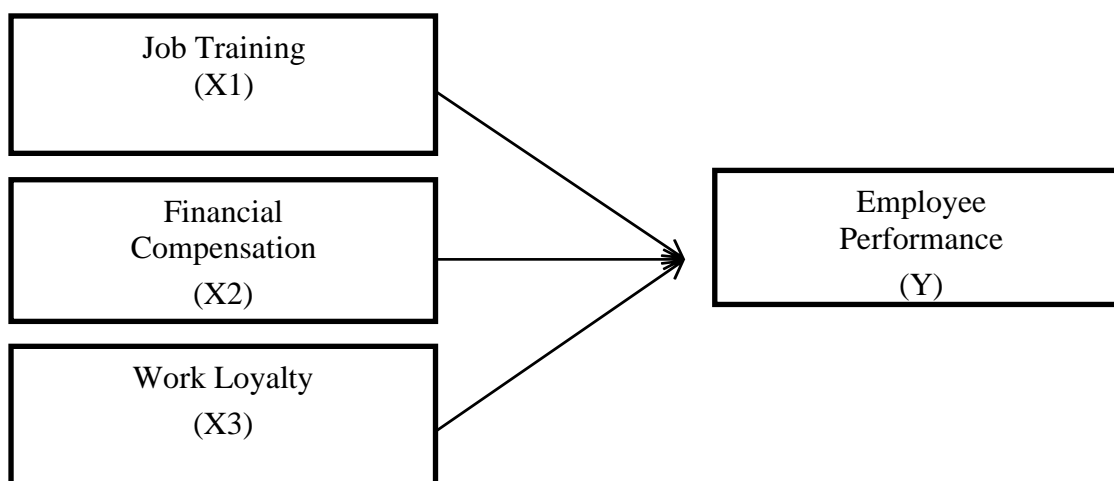
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financial stress, allowing employees to focus more effectively and perform at their best. Furthermore, the transparent and proportional compensation system at PT. PLN Krueng Geukueh fosters a healthy and competitive work environment. Employees feel that their efforts are rewarded fairly, motivating them to continuously improve their competencies. Therefore, financial compensation not only serves as an economic reward but also as a strategic managerial tool to boost morale, enhance work quality, and retain high-quality workforce.

## The Influence of Work Loyalty on Employee Performance at PT. PLN KRUENG GEUKUEH

Work loyalty contributes greatly to the achievement of optimal employee performance at PT. PLN Krueng Geukueh. Loyal employees demonstrate a high level of commitment to the company, not only in terms of compliance with regulations but also in their willingness to contribute more toward achieving organizational goals. Loyalty reflects a strong emotional bond between employees and their workplace, motivating them to stay, work hard, and take a proactive approach. Employees with high loyalty tend to show a strong sense of responsibility toward assigned tasks, greater discipline, and enthusiasm in completing work, even without waiting for instructions from superiors. This attitude directly impacts improved work efficiency, productivity, and the quality of service provided to customers. Furthermore, workplace loyalty also creates stability in the work environment, reduces turnover rates, and fosters harmonious working relationships among employees. At PT PLN Krueng Geukueh, loyalty serves as a crucial foundation in building a solid, results-oriented work culture. Therefore, workplace loyalty is not merely a moral aspect but also a strategic element in enhancing individual and organizational performance.

## Conceptual Framework



## Hypothesis

Based on the background, problem formulation, objectives that have been written, the following hypothesis is created:

- H1 : Job training has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh.
- H2 : Financial compensation has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh.
- H3: Work loyalty has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh.

## METHOD

This study uses a quantitative approach with a causal associative research design. This approach aims to determine the influence of independent variables consisting of Job Training ( $X_1$ ), Financial Compensation ( $X_2$ ), and Job Loyalty ( $X_3$ ) on the dependent variable, Employee Performance ( $Y$ ). The research subjects are employees of PT. PLN Krueng Geukueh. This location was chosen because it aligns with the research focus and facilitates the researcher in obtaining relevant primary data. According to Sugiyono (2019), the population is the generalizable area consisting of objects or subjects with specific qualities and characteristics defined by the researcher for study and conclusion. The population in this study consists of 56 employees. Since the population size is less than 100, the

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entire population was used as the sample (saturation sampling), so no random sampling technique was applied. Data collection was conducted through the distribution of a closed-ended questionnaire designed based on the indicators of each variable and using a five-point Likert scale. Each variable consists of five statements that have been tested for validity and reliability before being used for data collection. The collected data were analyzed using descriptive and inferential statistical analysis. Statistical tests included validity tests, reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. To measure the significance of the influence of independent variables on dependent variables, t-tests and F-tests were used, with the assistance of SPSS version 25 software.

## RESULTS AND DISCUSSION

### Normality Test Results

The results of the normality test using the Kolmogorov-Smirnov statistical approach showed an Asymp. Sig. value of 0.200d, which is greater than the specified significance value (0.05). Thus, it can be concluded that the variables of job training, financial compensation, work loyalty and variable employee performance normally distributed.

### Heteroscedasticity Test Results

The results of the heteroscedasticity test graph shown in Figure 4.3 show that the distribution of the scatterplot points does not form a specific pattern and is randomly distributed above and below the number 0 on the Y axis. This indicates that there is no identifiable systematic pattern. Thus, it can be concluded that the regression model used does not experience heteroscedasticity.

### Multicollinearity Test Results

1. The VIF value for the Job Training variable is  $1.727 < 10$  and the tolerance value is  $0.579 > 0.10$  so that the Job Training variable is declared to have no symptoms of multicollinearity.
2. The VIF value for the Financial Compensation variable is  $1.717 < 10$  and the tolerance value is  $0.583 > 0.10$  so that the Financial Compensation variable is declared to have no symptoms of multicollinearity.
3. The VIF value for the Work Loyalty variable is  $1.515 < 10$  and the environmental tolerance value is  $0.660 > 0.10$  so that the Work Loyalty variable is declared to have no symptoms of multicollinearity.

### Determination Test Results (R Square)

Based on the results of the coefficient of determination test in the table above, it can be seen that the coefficient of determination (adjusted r-square) obtained is 0.684. This indicates that employee performance at PT. PLN Krueng Geukueh is influenced by job training, financial compensation, and work loyalty by 68.4%. The remaining 31.6% of Employee Performance is influenced by other variables not examined in this study. Therefore, it can be concluded that Employee Performance at PT. PLN Krueng Geukueh has a strong correlation with the variables of Job Training, Financial Compensation, and Work Loyalty.

### Simultaneous F Test

Based on the results of the simultaneous test in table 4.13 above, it can be seen that the probability value of the significance value is 0.000 or less than 0.05 ( $0.000 < 0.05$ ) and obtains an F count value of 40.647 or greater than 2.78 ( $40.647 > 2.78$ ). So it can be concluded that variables X1, X2, and X3 have an effect on variable Y.

**Table 1**  
**Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.802	2.556		-2.662	.010
	Pelatihan Kerja	.473	.154	.305	3.063	.003
	Kompensasi Finansial	.120	.102	.118	1.184	.242
	Loyalitas Kerja	.808	.136	.554	5.930	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data (2025)

$$Y = (-6.802) + 0.473 (X1) + 0.120 (X2) + 0.808 (X3)$$

Based on the results of the multiple linear regression equation in Table 4.14, the following results were obtained:

1. The constant value of -6.802 indicates that if the variables Job Training (X1), Financial Compensation (X2), and Job Loyalty (X3) are considered non-existent (valued at zero), then the value of Employee Performance (Y) is estimated to be -6.802.
2. The coefficient value obtained by the Work Training variable is 0.473, which means that if Work Training increases by 1%, Employee Performance at PT. PLN Krueng Geukueh will increase by 47.3%.
3. The coefficient value obtained by the Financial Compensation variable is 0.120, which means that a 1% increase in Financial Compensation will result in a 12.0% increase in Employee Performance at PT. PLN Krueng Geukueh.
4. The coefficient value obtained by the Financial Compensation variable is 0.808, which means that if Financial Compensation increases by 1%, the Employee Performance of PT. PLN Krueng Geukueh will increase by 80.8%.

### **Hypothesis Testing Results**

Hypothesis testing is a statistical method used to make decisions related to a statement or hypothesis proposed in a research context.

### **Partial Influence Test Results (t-Test)**

According to Ghozali (2018), the partial test (t) basically shows the extent to which one independent variable individually explains the variation in the dependent variable. In this study, the t-test was used to determine how job training individually affects employee performance. The t-test can be performed using the hypothesis testing criteria, namely Maabuat (2016) if  $t_{hitung} < t_{tabel}$  ( $\alpha = 0.05$ ), then  $H_0$  is accepted and  $H_a$  is rejected and  $t_{hitung} > t_{tabel}$  ( $\alpha = 0.05$ ), then  $H_0$  is rejected and  $H_a$  is accepted. Based on the results of the test in table 4.14 then the partial test results (t test) can be obtained as follows:

1. The Job Training variable (X1) obtained a significant value of 0.010 or less than 0.05 ( $0.010 < 0.05$ ) and obtained a T-count value of 3.063 or greater than the T-table value of 1.674 ( $3.063 > 1.674$ ). Therefore, it can be concluded that the Job Training variable (X1) has a positive and significant effect on Employee Performance. Thus, the hypothesis stating that Job Training (X1) has a positive and significant effect on Employee Performance at PT. PLN Krueng Geukueh is accepted.
2. The Financial Compensation variable (X2) obtained a significant value of 0.242 but was greater than 0.05 ( $0.242 > 0.05$ ) and obtained a T-value of 1.184 but was less than the T-table value of 1.674 ( $1.184 < 1.674$ ). Therefore, it can be concluded that the Financial Compensation variable (X2) has an effect but is not significant on Employee Performance. Thus, the hypothesis stating that Financial Compensation (X2) affects Employee Performance at PT. PLN Krueng Geukueh is accepted.
3. The Work Loyalty variable (X3) obtained a significant value of 0.000, which is less than 0.05 ( $0.000 < 0.05$ ), and obtained a T-value of 5.930, which is greater than the T-table value of 1.674 ( $5.930 > 1.674$ ). Therefore, it can be concluded that the Work Loyalty variable (X3) has a positive and significant effect on Employee Performance. Thus, the hypothesis stating that Work Loyalty (X3) has a positive and significant effect on Employee Performance at PT. PLN Krueng Geukueh is accepted.

### **The Influence of Job Training on Employee Performance at PT. PLN KRUENG GEUKUEH**

Based on the results of statistical analysis, it was found that the job training variable had a smaller significance value than the significance value used, which was 0.05. This indicates that job training has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh. This means that the better and more targeted the job training program provided to employees, the higher the performance that employees can demonstrate in carrying out their duties. This result is supported by previous research conducted by Setyabudi et al. (2021), which found that job training has a positive and significant effect on employee performance, as it can enhance knowledge, skills, and competencies relevant to their tasks. This aligns with the theory stating that job training is an important tool in human resource management aimed at improving employees' skills, knowledge, and work behavior. Effective training can support improvements in productivity, work efficiency, and adaptability to changes in the work environment. Therefore, the hypothesis stating that job training has a positive and significant impact on job training at PT. PLN Krueng Geukueh is accepted.

**The Influence of Financial Compensation on Employee Performance at PT. PLN KRUENG GEUKUEH**

Based on the statistical analysis, the financial compensation variable has a significance value smaller than the significance value used, which is 0.05. This indicates that financial compensation has a positive but not significant impact on employee performance at PT. PLN Krueng Geukueh. Although the effect is not significant, the positive relationship indicates that any increase in financial compensation still contributes to improving employee performance, even if the impact is not large. These results are supported by previous research conducted by Rizal & Handayani (2022), which found that financial compensation has a positive but insignificant effect on employee performance. This reinforces the notion that financial compensation is not always the primary determinant in driving work productivity, especially when it is not accompanied by a fair reward system and a supportive work environment. These results are not entirely consistent with the theory that financial compensation is one of the external factors that can influence employee performance through increased motivation and job satisfaction. The insignificant influence of compensation in this study may be due to employees' perception that compensation is not the sole primary factor in improving performance, but rather is more influenced by other aspects such as work environment, training, leadership, loyalty, or organizational culture. Therefore, the hypothesis stating that financial compensation has a positive but not significant impact on job training at PT. PLN Krueng Geukueh is accepted.

**The Influence of Work Loyalty on Employee Performance at PT. PLN KRUENG GEUKUEH**

Based on the results of the statistical analysis, it was found that the work loyalty variable had a smaller significance value than the significance value used, which was 0.05. This indicates that work loyalty has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh. These results are supported by previous research conducted by Hartika et al. (2022), which found that job loyalty has a positive and significant effect on employee performance, as loyal employees typically have a high sense of responsibility and strong commitment to the company's goals. In addition, loyal employees feel an emotional bond with the company, which motivates them to achieve good work results and feel proud of their contributions. Loyal employees tend to have high commitment, greater responsibility, and demonstrate high work enthusiasm. Therefore, the hypothesis stating that work loyalty has a positive and significant impact on job training at PT. PLN Krueng Geukueh is accepted. Enhancing job loyalty is one of the key factors in driving productivity and achieving company objectives.

**CONCLUSION**

Based on the results and discussion, researchers can conclude several conclusions as follows:

1. This study successfully proved that job training is a variable that significantly affects employee performance at PT. PLN Krueng Geukueh, thus accepting the proposed hypothesis. The main findings indicate that the aspect of improved work skills after training received the highest level of approval from respondents, meaning that job training is the most effective factor in developing employees' technical competencies and operational readiness. This underscores the crucial role of job training in enhancing professionalism and work productivity within the company.
2. This study successfully confirmed that financial compensation has a positive effect on employee performance at PT. PLN Krueng Geukueh, with the research hypothesis accepted. The main findings show that the aspect of satisfaction with salary and benefits received the highest level of agreement from respondents, indicating that financial compensation is most effective in increasing motivation, work enthusiasm, and long-term loyalty. Fair and adequate compensation creates a sense of appreciation and encourages optimal performance. Work loyalty has a positive and significant effect on employee performance at PT. PLN Krueng Geukueh.
3. This study also successfully validated that work loyalty is a factor that significantly influences employee performance at PT. PLN Krueng Geukueh, thus accepting the hypothesis. The main findings show that the aspect of employees' willingness to stay long-term with the company received the highest approval rating from respondents, indicating that job loyalty is most effective in fostering commitment and a sense of responsibility toward work. High loyalty strengthens organizational stability and supports the sustainable achievement of company goals.

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