

The effect of job training and work discipline on employee performance at PT ARM

Anissa Fitriyani¹, Rahmat Hidayat², Melly Rifa'atul Lailiyah³, Arif Sunandi⁴

Abstract: This study aims to examine the influence of job training and work discipline on employee performance at PT ARM. This study uses a quantitative approach, with a PLS-SEM causality approach, and data collection using questionnaires. The object of this research is at PT ARM with a sample of 75 respondents. The data was analyzed using the help of SmartPLS software version 4.0. The results of this study show that 1) Job Training has a significant effect on Employee Performance. 2) Job Training has a significant effect on work discipline. 3) Work discipline does not have a significant effect on employee performance. 4) Job training has an insignificant indirect influence on employee performance without the mediation of work discipline which means that the influence of work discipline cannot strengthen the influence of job training in improving employee performance.

Keywords: job training, work discipline, employee performance

Affiliate

¹Universitas Primagraha

²Universitas Primagraha

³Universitas Primagraha

⁴Universitas Primagraha

Corresponding Author

Anissa Fitriyani

Universitas Primagraha

Komplek Gria Gemilang Sakti, Jl. Raya

Trip Jamak Sari, No.1A Blok A1

Kaligandu, Kec. Serang, Kota Serang.

Banten 42111, Indonesia.

anissafitriyani38@gmail.com

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Introduction

An organization is a social entity made up of people who work together to achieve a common goal. They have a clear structure and hierarchy as well as divided tasks to achieve efficiency and effectiveness in achieving their goals. Organizations can be companies, government agencies, non-profit organizations, or other social groups. Companies will definitely need Human Resources (HR). Meanwhile, according to (Zakiatussholeha & Deswarta, 2023) Human resources are the main wealth and (asset) of a company. Because human resources play an important role in achieving the company's goals, meanwhile, according to (Lestari & Afifah, 2020), The success of a company is greatly influenced by the performance of its employees.

Employee performance is an assessment of how well they complete their tasks and responsibilities at work. Performance is the result of work or achievements achieved by a person or organization in carrying out the tasks and responsibilities given in accordance with the standards and criteria that have been set. This research is in line with (SETIAWAN, 2013) what says that employee performance is the level of achievement of results for the implementation of certain tasks. Thento (Kamilah et al., 2024) Good employee performance will help the company to achieve the company's targets and increase the profits obtained by the company. In contrast, if employee performance decreases and is poor, it will be detrimental to the company. Meanwhile, (Sarmigi et al., 2020) Employee performance is one of the main factors in the company's success to continue to grow and develop and be able to compete with other companies. However, the reality often happens in an organization or company, and employees need to have adequate abilities so that carrying out their duties and responsibilities is not fully optimal. PT. ARM is located on Jl. KH. Yasin Beji, No. 6, Cilegon, Cilegon City, Banten 42435, Indonesia. It is a company whose activities focus on providing commercial properties consisting

of 4-star hotels, golf, waterparks, and sports centers. PT. ARM has 640 employees. The performance of an employee can be affected by various things, one of the factors that can affect the performance of an employee is training and work discipline—employee performance produced by PT. ARM still needs to be more optimal, which can be seen from the lack of knowledge and insight that employees have when dealing with clients. Based on the results of interviews and observations conducted, it was found that employees need more skills caused by employees who do not participate in training held by the company, both internally and externally. The performance of a company's employees can be improved, one of which is by holding various trainings that can improve the abilities of employees.

Training is the process by which an individual or group learns a new skill or improves an existing skill to improve performance in a particular job or goal. In addition, strong discipline is needed to improve employee performance in a company to achieve organizational goals. Meanwhile, (Lestari & Viqri, 2021) Discipline is the most important operational function of HRM because the better the employee's discipline, the higher the quality of work that can be achieved. Good discipline reflects the great sense of responsibility of an employee for the tasks given to him. HR plays a key role in improving organizational performance and efficiency, as well as influencing strategic and competitive success. Therefore, human resources have a very important role, which needs to be improved because it is the foundation for building a company that is able to compete. Things that need to be improved by human resources (HR) in the company are such as training, work discipline, and employee performance.

Training has a positive and significant effect on employee performance because training can improve employee abilities and skills by providing opportunities to learn and improve abilities, improve leadership and communication, increase awareness and expertise, improve safety and health, and provide knowledge sharing to other colleagues. Thus, training has an important role in improving employee performance so that organizations can achieve better goals and objectives. Training is the process of upskilling employees in their professional skills to help them achieve their goals. According to (Sarmigi et al., 2020) By organizing the right training for employees, the knowledge and skills that each employee has will increase. Training is necessary to improve employee knowledge, skills, and attitudes. Training is an integral key to workforce management.

Meanwhile, according to (Putri et al., 2022) said that indirect training affects improving employee performance. In addition, based on the results of interviews conducted by PT ARM researchers, Training is a facility that companies can provide to employees to advance the performance of their human resources. When employees receive adequate training, they tend to have better performance. This is evidenced by the existence of a forum to deliver employee training results to other colleagues in the form of a knowledge-sharing forum.

Training has a positive and significant effect on work discipline because training improves employees' abilities and skills so that they are better prepared and more able to do their work with discipline and efficiency. Training also increases employees' awareness and expertise about their roles and responsibilities, so they are more disciplined and better able to get the job done well. Training has an important role in improving employee work discipline so that the organization can achieve better goals and objectives. Research shows that training can improve employee work discipline by improving their abilities and skills. Thus, employees are better prepared and more able to do their work with discipline and efficiency. The results of the study also show that training has a significant effect on work discipline so that organizations can improve employee performance by providing appropriate and effective training. This will certainly affect the level of employee discipline. In addition, based on the results of interviews, the researcher obtained information that some training is one of the factors that affect employee discipline. Work discipline training conducted by PT ARM to its employees to improve work discipline in the form of counseling and the use of attendance in the form of an app called MY

ARM. With the training provided itself, there is an increase in work discipline to make it easier, time efficiency and employee skills so that it is easier to be absent from attendance and exit.

Meanwhile, to (Lestari & Afifah, 2020) it is argued that judging from the phenomena that exist, job training is one of the things needed in the process of advancing the company. The training in question is about change, transformation, and learning. Training is a process designed to help employees learn new skills, knowledge, and attitudes. As a result, the employee will make changes or transformations to improve their performance. These improvements ensure that employees and organizations are able to do things better, faster, easier, with higher quality and a better return on investment.

In addition to training, work discipline also has a positive and significant effect on employee performance because work discipline increases employee motivation by giving them the opportunity to demonstrate their abilities and skills. Work discipline increases employees' awareness and expertise about their roles and responsibilities, so they are better prepared to get the job done well. Work discipline has an important role in improving employee performance so that the organization can achieve better goals and objectives. Work discipline can also be seen as an effort to improve employee performance in the company. According to (Sarmigi et al., 2020), Work discipline is a process used to deal with performance problems; this process involves managers in identifying and communicating performance problems to employees. Meanwhile, according to (Zaenal Arifin & Sasana, 2022), employee performance can be relied on by many factors, one of which is work discipline. A company needs high work discipline from employees to achieve its goals optimally. High Level of Work Discipline The magnitude of a person's sense of responsibility for the tasks that have been given to him. Meanwhile, according to (Maraudan, 2020) Work discipline can be seen as something of great benefit, both for the interests of the organization and for employees. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks so that optimal results are obtained. As for employees, a pleasant work atmosphere will be obtained so that it will increase the spirit of work in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals.

Training has a positive and significant effect on employee performance and work discipline as a mediating variable because training can improve employees' abilities and skills so that they are better prepared and more able to do work with discipline and efficiency. Thus, training has an important role in improving employee work discipline, which then has a positive effect on employee performance. Therefore, work discipline can be considered as a mediating variable that serves as a link between training and employee performance. Training is one of the important factors that can affect employee performance in an organization. Good employee performance is indispensable to achieving the overall goals of the organization. Based on the research that has been conducted, training is proven to have a positive and significant influence on employee performance, both directly and indirectly, through mediation variables such as work discipline. Training has a positive and significant influence on employee performance both directly and through work discipline mediation. Organizations need to pay attention to the importance of continuous and relevant training to improve employee performance. In addition, good work discipline as a result of effective training also plays an important role in achieving optimal performance. Therefore, companies should design a comprehensive and structured training program to support employee development and achieve organizational goals.

Research Method

The type of research conducted is using a quantitative method with a causality (causation) approach. A research approach that uses numbers and numerical data to analyze phenomena and answer research questions. In addition, this method focuses on collecting data

that can be measured and analyzed statistically to conclude. According to (Setiawan & Wahyudi, 2023) This study uses a quantitative approach method with causal relationships. A causal relationship is a causal relationship of several events or, in this case, a variable that is studied. The causality method is research that seeks to find an explanation in the form of a cause-effect relationship between several concepts or several variables and several strategies developed in management.

This research was conducted at PT ARM. The population in this study is PT ARM employees, which number 640 employees. Meanwhile, the sample used in this study was 75 respondents. According to (Shafira & Ferdinand, 2017) the sampling is based on the variables used, where each variable (three variables), the size of the sample is determined by as many as 25. Training Variables As stated by (Hia & Ndraha, 2023), explain the training indicators, including 1.) Training objectives, 2.) Material, 3.) Methods used, 4.) Participant qualifications, 5.) Coach qualifications. Work discipline variables as stated by (Priansa, 2022) explain the indicators of work discipline including: 1.) Obedience to Time Rules, 2.) Obedience to Company Regulations, 3.) Obedience to Rules of Conduct at Work; 4.) Obey Other Regulations in the Company. Employee performance variables, As stated by (Sanjaya & Febrian, 2024) ,explain employee performance indicators, including 1.) Work quality, 2.) Workload, 3.) Task Implementation, 4.) Awareness of responsibility. The data collection method in this study uses a questionnaire that is directly distributed to respondents with measurements using a likert scale of 1-5 (strongly disagree-strongly agree). After that, the results of filling in from the respondents are then submitted back to the researcher, who will then be tested. The analysis tool used in this study is by using the SmartPLS Version 4.0 software assistance tool and the tests carried out are validity tests and reality tests.

The hypothesis in this research is:

H1: Training has a positive and significant effect on employee performance.

H2: Training has a positive and significant influence on work discipline.

H3: Work discipline has a positive and significant influence on employee performance.

H4: Training has a positive and significant effect on employee performance and work discipline as a mediating variable.

Results and Discussions

The steps of testing the form of measurement in the model include testing validity and reliability. In validity testing, look at the loading factors resulting from data processing. The loading factor must be above 0.70, and then the AVE must be greater than or equal to 0.50. As for Cronbach's Alpha and composite reliability, the value must be more than 0.70 (Ghozali & Latan, 2015)

Table 1. Outer Model Test

| Variable | Indicator | Outer loading | | CA | CR | AVE |
|----------------------|-----------|---------------|-------|-------|-------|-------|
| | | OL1 | OL2 | | | |
| Job Training | JT1 | -0.186 | - | 0.364 | 0.755 | 0.608 |
| | JT2 | 0.527 | - | | | |
| | JT3 | 0.701 | 0.849 | | | |
| | JT4 | -0.052 | - | | | |
| | JT5 | 0.743 | 0.705 | | | |
| Work Discipline | WD1 | -0.229 | - | - | - | - |
| | WD2 | 0.571 | - | | | |
| | WD3 | -0.245 | - | | | |
| | WD4 | 0.900 | 1.000 | | | |
| Employee Performance | EP1 | 0.059 | - | - | - | - |
| | EP2 | 0.690 | - | | | |

| Variable | Indicator | Outer loading | | CA | CR | AVE |
|----------|-----------|---------------|-------|----|----|-----|
| | | OL1 | OL2 | | | |
| | EP3 | -0.104 | - | | | |
| | EP4 | 0.882 | 1.000 | | | |

Note(s): OL1 (Outer Loading First Test); OL2 (Outer Loading Second Test); CA (Cronbach's Alpha); CR (Composite Reliability); AVE (Average Variance Extracted).

Based on Table 1, 9 indicators do not meet the validity requirements, namely JT1 -0.186, JT2 0.527 and JT4 0.052, WD1 -0.229, WD2 0.571, WD3 -0.245 and EP1 0.059, EP2 0.690, EP3 -0.104 are eliminated, while the others meet the requirements. According to (Hair J.F. et al., 2017) giving recommendations on the outer loading test, the value must be 0.7, while the AVE must be above 0.5. As seen in Table 1, be it on the values of CA, CR, or AVE only PK meets the recommended requirements, while others do not meet the requirements.

Table 2. Hypothesis Testing

| Uji | Model | Original Sample | t-statistics | p-value | Result |
|-----------------|--|-----------------|--------------|---------|--------|
| Direct Effect | Job Training (JT) → Employee Performance (EP) | 0.369 | 3.304 | 0.001 | S |
| | Job Training (JT) → Work Discipline (WD) | 0.320 | 2.687 | 0.007 | S |
| | Work Discipline (WD) → Employee Performance (EP) | 0.124 | 1.247 | 0.212 | NS |
| Indirect Effect | Job Training (JT) → Work Discipline (WD) → Employee Performance (EP) | 0.040 | 1.061 | 0.289 | NS |

Note(s): S=Supported, NS=Not supported

Source(s): Authors' findings

Based on Table 2, of the four hypotheses tested, there are two insignificant hypotheses, including H3 and H4. At the same time, the significant or accepted hypothesis is H1 and H2 (Ghozali & Latan, 2015). A hypothesis is stated to be significant if the t-statistics are more than 1.96 and the p-value must be less than 0.05. Therefore, the hypothesis accepted is the first hypothesis and the second hypothesis is job training for employee performance and job training for work discipline.

The effect of job training on employee performance

Job training has a significant effect on employee performance because by participating in relevant training, employees can improve their skills, knowledge, and understanding in completing their work. Additionally, this can lead to increased productivity, work quality, and the ability to overcome challenges in the workplace. Thus, investing in job training is not only beneficial for employees but also for the overall performance and progress of the company. According to research conducted (Pratama & Wismar'ain, 2018), training is related to the skills and ability of employees to carry out their current jobs. Poor material planning will affect the training itself; in addition to being less optimal, maybe many materials are less relevant to needs. This means that improving good or appropriate training materials will also improve the performance of the employee. This study states that job training has a positive and significant effect on employee performance, so more job training will improve employee performance. Meanwhile, according to (M. Sahanggamu & L. Mandey, 2014) the state, more training provided is very influential in improving employee performance. According to research conducted (Khasanah et al., 2019), the training program implemented will improve employee performance and vice versa; if the training is not carried out, employee performance will decrease. Job training is a way to meet the needs of employees to increase their job skills.

The effect of job training on work discipline

Job training has a significant effect on work discipline because when employees receive good training, they will have a better understanding of the company's expectations related to work discipline. In addition, this training can also help develop an attitude of professionalism, responsibility, and commitment to the rules and regulations that apply in the workplace. Thus, job training not only improves technical skills but also strengthens employees' work discipline, which is an important factor in achieving high organizational performance. This research is in line with (Rosmadi, 2018) which said that training can have an influence on work discipline, where training provides an understanding of employees' duties and responsibilities and provides employee behavioral attitudes at work. Meanwhile, according to research conducted by (Wahyudi, 2021) said that the better the training provided by the company, the better it will improve work discipline. Then, according to research conducted by (Sulaefi, 2017) training increases, work discipline will also increase. Previous research has stated that work discipline management remains a major problem in employee relations and is a source of conflict in the workplace.

The effect of work discipline on employee performance

Work discipline does not have a significant effect on employee performance because it can occur if work discipline is not interpreted or only as the fulfillment of rules without associating it with motivational factors or job satisfaction. In addition, in some cases, discipline that is too strict or excessive can also reduce employee performance and even cause feelings of discomfort or dissatisfaction in the workplace. Therefore, while discipline is important for maintaining discipline in the workplace, its effect on employee performance can be insignificant. According to research conducted by (Sulaefi, 2017) the company, regulations are made with the aim of being able to be complied with by employees, both from employee obedience in punctuality to work, obedience in complying with all rules in the company, obedience related to employee behavior in carrying out their duties and obligations, employee obedience in upholding legal norms and other rules. Meanwhile, (SETIAWAN, 2013) it is said that work discipline simultaneously and partially does not affect employee performance due to the lack of awareness level of each employee.

The effect of job training on employee performance mediated by work discipline

Job training has an insignificant indirect influence on employee performance without mediating work discipline. Although training provides new skills and knowledge that can be applied in daily work, it is only powerful enough to directly improve employee performance, an increase in work discipline accompanies fit. Work discipline remains an important factor that mediates how new skills and knowledge from training are applied consistently and effectively. With discipline, the benefits of training tend to be suboptimal, so more than training is needed to improve employee performance significantly. This shows that training needs to be accompanied by efforts to improve work discipline in order to achieve the expected performance improvement in the organization.

Conclusion

Based on the results of the research on the influence of job training and work discipline on employee performance with four hypotheses proposed, it was found that two hypotheses showed a significant influence. In comparison, the other two hypotheses were not significant. A significant hypothesis shows that job training and work discipline positively impact employee performance. This emphasizes the importance of investing in employee training and enforcement of work discipline to improve productivity and work results. Meanwhile, the insignificant hypothesis shows that there are other variables outside of job training and work

discipline that affect employee performance. Factors such as work environment, motivation, and personal factors may also play a role in determining employee performance apart from training and discipline.

Thus, the results of the study show the need for a holistic approach to improving employee performance, which is not only focused on training and work discipline but also pays attention to other factors that can affect overall performance. The implication of this research is that we can see that training can have a positive and significant influence on employee performance and work discipline at PT ARM. However, work discipline cannot have a positive and significant influence on employee performance at PT ARM. This research can provide an important contribution in understanding how job training and work discipline influence employee performance at PT ARM. By analyzing the relationship between the training provided and the level of discipline applied by employees, this research can provide practical guidance for management to increase the effectiveness of training programs and the implementation of discipline policies, which in turn is expected to increase company productivity and efficiency.

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