

The Influence of Work Discipline, Leadership Style, and Training on Employee Performance

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Abstract—The aim of this research is to analyze the influence of work discipline, leadership style and training variables on employee performance and to find the dominant factors of the variables measured. The population in this study were all employees in the main office of Perumda Tirta Kanjuruhan, Malang Regency, totaling 116 employees, sample that became respondent's was 116 people. The results of this research found that Training is the variable that has the most dominant influence on employee performance. Work discipline, leadership style and training have an influence on employee performance.

Keywords— Employee performance, work discipline, leadership style, training.

I. INTRODUCTION

In a dynamic organizational context, employee performance has a very important role. Quality and productive employees are valuable capital for the success of a company. Therefore, it is important to understand the factors that influence employee performance. This article will explain the impact of work discipline, leadership style, and training on employee performance at Perumda Tirta Kanjuruhan Malang.

Perumda Tirta Kanjuruhan Malang is a Regional Owned Enterprise which has a vital role in providing services to customers and the general public. In carrying out its duties, this organization needs to have employees who have high discipline, are well led, and receive appropriate training to improve their performance.

Work discipline is a key factor in achieving efficiency and effectiveness in the work environment. Disciplined employees tend to be more responsible, show up on time, and carry out their duties with full dedication. Strong discipline can make a positive contribution to employee performance and, ultimately, to the overall goals of the organization.

Furthermore, leadership style plays an important role in shaping work culture and employee motivation. Effective leaders are able to motivate employees, provide clear direction, and create a productive work environment. Good leadership can provide much-needed encouragement to improve employee performance.

Additionally, training is an important component in employee development. Through appropriate training, employees can improve their skills and knowledge, which in turn will have a positive impact on their performance. Perumda Tirta Kanjuruhan Malang recognizes the importance

of investing in employee training as an effort to achieve organizational goals.

In this research, we will analyze the extent to which work discipline, leadership style and training influence employee performance at Perumda Tirta Kanjuruhan Malang. It is hoped that the results of this research will provide better insight into the factors that can be improved to improve employee performance in this organization.

II. LITERATURE REVIEW

Employee Performance

Mangkunegara (2017) suggested that term employee performance comes from the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar and Shafiqhi, 2013).

Employees who work in an organization with good performance, the effectiveness or success of an organization will be achieved. To find out the success in carrying out the work, it is necessary to conduct a performance appraisal.

In this research, there are 3 indicator measured in employee performance; (1) Quality, (2) Quantity, (3) Punctuality

Work Discipline

According to Mangkunegara (2015), work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. Irigiliati (2014) identifies a number of functions of discipline as follows: firstly, discipline is the creation and preservation of conditions that are important for the progress of work in schools. Another formulation states that discipline is a management action to encourage organizational members to fulfill the demands of various provisions. In other words, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance (Siagian, 2010). Meanwhile, in the opinion of Sastrohadiwiryo (2015), employee discipline can be defined as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten, as well as being able

to carry them out and not avoiding receiving sanctions if he violates his duties and authority. given to him.

In this research, there are 4 indicator measured in work discipline; (1) Adherence to time, (2) Assignment of superior orders, (3) Utilization of work facilities, and (4) obedience.

Leadership Style

Every leader has a leadership style that is different from one another. The perspective on certain issues becomes an individual's leadership capacity. It cannot be denied that being a leader requires responsibility and a heavy and influential role. However, every problem can be overcome if he uses tactics and strategies that are appropriate to the situation.

Leadership style is a method used in the leadership process that implements a person's leadership behavior to influence other people to act according to what he wants (Prasetyo, 2006). According to Thoha (2007) Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people as he sees it.

Compensation is a form of reciprocity from the company to employees for the work done. In general, the form of compensation is financial because monetary expenditures made by the organization. Compensation can direct, where money is given directly to employees, or indirect where employees receive compensation in non-monetary forms.

In this research, there are 4 indicator measured in compensation; (1) Charismatic leadership style, (2) Diplomatic leadership style, (3) Authoritarian leadership style, (4) Moralistic leadership style.

Training

Training is a short term educational process utilizing systematic and organized procedure by which non managerial personnel learn technical knowledge and skill for a definite purpose (Mangkunegara, 2019).

Training is a series of activities designed to improve a person's skills, knowledge, experience or change their attitude. Training is intended to improve mastery of various skills and technique for carrying out specific, detailed and routine work. Development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve general goals.

It can be concluded that the work environment is the condition in which a person works, which includes equipment and facilities, work atmosphere (non-physical environment) and physical environment which can influence employees in carrying out their duties and responsibilities.

Education and training are efforts to develop human resources, especially to develop intellectual abilities and human personality. Improvement, development and formation of the workforce is carried out through coaching, education and training efforts. These three efforts are interrelated, but operational training can be formulated as a process that includes a series of actions (efforts) carried out deliberately in the form of training professionals within a unit of time which aims to improve participants' work abilities in certain fields of

work in order to increase effectiveness and productivity. in an organization.

In this research, there are 3 indicator measured in work environment; (1) Work competency, (2) Productivity, (3) Skills.

III. METHODOLOGY

Research Design Concept

This research uses a descriptive quantitative approach with types. The type of data used is the result of filling in respondent's questionnaire. The population in this study were all employees in the main office of Perumda Tirta Kanjuruhan, Malang Regency, totaling 116 employees.

In taking samples using a cluster random sampling method, namely sampling in this study is limited to certain types of people who can provide the desired information or meet several criteria determined by the researcher. The results of respondent's calculation from the Slovin formula, the number of samples that became respondent's was 116 people from 10 division.

This research focuses on the study of human resource management in the BUMD industry that provides water, especially in the concept of work discipline, leadership style, training, and employee performance.

IV. RESULT AND DISCUSSION

Validity Test

Validity means the extent to which a measuring instrument is accurate and precise in carrying out its measuring function. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure. In this case, the validity test uses the SPSS 20 program. Result of the validity of the 45 statements tested with the calculated coefficient of the value of r is greater than r table and profitability value is smaller than $\alpha = 5\%$.

So, there is a significant relationship between the scores of each indicator with a significant correlation score it can be said that the instrument used is valid. So, it can be used appropriate to measure the variables of work discipline, leadership style, training, and employee performance.

Reliability Test

Reliability is the extent to which the results of a measurement can be trusted. Reliability of tools for measuring a questionnaire which is an indicator of a variable or construct. A questions are consistent or stable over time. Reliability measurement can be done by measuring the correlation between answers to questions using SPSS 20, with the Cronbach alpha (α) statistical test. A construct or variable is said to be reliable if it provides a Cronbach alpha (α) value > 0.60 .

Classic Assumption test

A regression model is free from multicollinearity if the VIF (Variance Inflation Factory) value of each independent variable is less than 5 and the tolerance value is close to 1. The VIF results are presented as follows:

TABLE 1. Collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Work Discipline	0,48	8,9
Leadership Style	0,45	8,1
Training	0,53	7,9
Employee Performance	0,56	8,2

Based on the VIF calculation results, it can be seen that the variables of motivation, compensation, and work environment have a VIF value <5, thus it can be concluded that the regression model has no multicollinearity problem.

This multicollinearity test is aimed at finding out whether each independent variable is linearly related or correlated with each other. The regression model is declared to meet BLUE (Best Linear Unbiased Estimator) criteria if there is no multicollinearity. The results of the heteroscedasticity test are presented in table 1.

Based on table 1, it can be seen that the dots are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the y-axis. This does not occur heteroscedasticity in the regression model.

Normality Test

Normality test in this study is used to determine whether residuals are normally distributed or not.

TABLE 2. Normality Test

Model	Kolmogrof Smirnov	Ket
Work Discipline	0,624	Normal
Leadership Style	0,518	Normal
Training	0,680	Normal
Employee Performance	0,752	Normal

Table 2 shows that the data (points) spread around and approach the diagonal line. This shows that the research data which includes work discipline, leadership style, training, and employee performance.

Multiple Linear Regression Analysis

From the results of data processing using computer assistance from the SPSS 20 for Windows program, the analysis results are obtained as in the following table 3:

TABLE 3. Multiple Linear Regression Test

Variable	Regression Coefficients	tcount	Sig.	Result
Work Discipline (X1)	0,372	4,924	0,000	Not Significant
Leadership Style (X2)	0,348	4,237	0,000	Significant
Training (X3)	0,291	3,322	0,001	Significant
Constant	.340			
Sig. F	0,000			
n	116			
Variable Bound = Employee Performance (Y)				

Based on the table above, the three independent variables have a significant effect on performance. From the coefficients, the following regression equation is obtained:

$$Y = 0,065 + 0.348 X^1 + 0.291 X^2 + 0.372X^3$$

The regression coefficient for the work discipline variable is 0.348 with the assumption that if the work discipline variable

increases by one point, it can be predicted that the performance variable will also increase by 0.348. The regression coefficient for the leadership style variable is 0.291 with the assumption that if the leadership style variable increases by one point, it can be predicted that the performance variable will also increase by 0.291. The Training Coefficient is 0.372 with the assumption that if the training variable increases by one point, it can be predicted that performance will increase by 0.372.

Discussion of result

Based on the research results, it can be seen that the training variable has the most dominant influence on employee performance at Perumda Tirta Kanjuruhan, followed by work discipline and leadership style variables. The findings of this research are supported by the results of research conducted by Benny Ganda Wijaya and Soedarmadi (2013) which revealed a significant contribution between training and employee performance. The findings of this research are also supported by the research results of Khairul Akhitr Lubis (2008) which revealed that training has a significant influence on employee performance in a positive direction, meaning that if the training is better, employee performance will increase. By proving this hypothesis, employee performance can increase if there is adequate training for employees, training is provided periodically and the results of the training can be directly applied in the field. To be able to obtain good performance, it means that the abilities and skills possessed by Perumda Tirta Kanjuruhan employees must also be good, and this will happen if appropriate training is held for employees and it is hoped that each process will increase as expected by the Program Intensive training needs to be carried out by Perumda in order to have human resources that have optimal performance. With training activities, employees have the opportunity to absorb new knowledge or values, so that with this new knowledge employees can improve their profession in carrying out the tasks assigned to them. Job training or training is an activity of Perumda Tirta Kanjuruhan with the aim of improving and developing the attitudes, behavior, skills and knowledge of employees according to the wishes of the Perumda Tirta Kanjuruhan concerned. If employees have been trained, they will have better abilities and skills, so that they are able to work more effectively and efficiently, and ultimately the employee will also receive a good work evaluation. Training is an activity to improve employees' work abilities in understanding practical knowledge and its application in order to improve the skills, abilities and attitudes needed by the organization to achieve goals which are also adapted to the demands of the work that will be carried out by an employee. Human resource development carried out through training is an effort to improve the quality of human resources. Training is a very important thing that can be done by an organization to have a workforce whose knowledge, abilities and skills can meet the organization's current and future needs. With this training, it is hoped that skills or skills and knowledge that support the implementation of work can be improved. This proves that employee training has an influence on employee

performance. Good training should help employees carry out existing work, and can also improve employee work performance. Training for employees is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better. Based on the research results, it can be seen that there is a significant influence between work discipline on employee performance in the Tirta Kanjuruhan Malang regional government. With this hypothesis proven, there will be an increase in employee performance if in Perumda Tirta Kanjuruhan there is fairness in administering punitive sanctions, firmness in implementing existing rules and there is good leadership example. The findings of this research are supported by the results of research conducted by Anak Agung Ayu Mirah Kencanawati (2013) which revealed a significant contribution between work discipline and employee performance. The findings of this research are also supported by the research results of Benny Ganda Wijaya and Soedarmadi (2013) which revealed that work discipline has a significant influence on employee performance in a positive direction, meaning that if work discipline gets better, employee performance will increase. Employees who have a high level of discipline will continue to work well even without being supervised by superiors. A disciplined employee will not steal work time to do other things that are not related to work. Employees who have good work discipline are discipline regarding time, work procedures and discipline regarding everything related to the use of facilities at work. In the end, employees who have high work discipline will have good performance when compared to employees who lazy because he uses his working time as best as possible to carry out work according to the targets that have been set. Work discipline is the characteristic of an employee who consciously obeys the rules and regulations of a particular organization. Discipline greatly influences employee and company performance. Employee work discipline will have an impact on improving employee performance. Work discipline in a company or organization is an important part of achieving employee performance to achieve the goals desired by an organization or company. The discipline instilled by employees will greatly influence employees' seriousness in working. Good work discipline is work discipline that is driven by self-awareness of one's duties and responsibilities without any coercion from the leadership. The attitude of obeying and carrying out tasks with full awareness and responsibility is the main key in maintaining strict discipline. If the employee is aware of his duties and responsibilities and does what must be carried out according to the applicable rules and regulations, this will have a significant impact on the performance of the employee concerned. The higher the awareness of one's duties and responsibilities and the greater compliance with regulations or rules, it is hoped that this will foster work enthusiasm and enthusiasm for work, thus creating better performance. To create harmonious conditions, harmony must first be achieved between employee obligations and rights. This proves that employee discipline has an influence on employee performance. The research results proved that leadership style

factors have a significant influence on employee performance at Perumda Tirta Kanjuruhan Malang. This is because a leader's style influences the way his subordinates do their work. Leaders must adapt to their subordinates in order to improve their subordinates' performance. The role of leadership is considered important in the progress of Perumda Tirta Kanjuruhan Malang in its efforts to improve employee performance. A person's leadership style will greatly influence the way decisions are made and the performance of the company they lead. The findings of this research are supported by the results of research conducted by Benny Ganda Wijaya and Soedarmadi (2013) which proves that leadership style has a positive effect on employee performance. Leadership style influences employee performance, meaning that if the leadership style is demonstrated by the leader's authority in the eyes of employees, the leader's power to decide on a decision, involving subordinates in the decision-making process, the leader's responsible attitude towards all employees, and the leader can be used as a role model for subordinates, then employee performance will increase. This condition occurs because of the leader's role as top manager, whose function is to mobilize and empower employees. Good leadership will make employees feel happy at work and make employees feel calm at work, so that it can improve employee performance. Knowledge about leadership has proven that a democratic type of leader is appropriate for today's organizations, although it is not easy to implement this type of leadership. However, because this type is considered the most ideal, it is hoped that a leader will try to become a democratic leader. A good variation of these leadership types is a leadership type that is both democratic and charismatic. Thus, the existence of a leader has double legitimacy because he is chosen and applies a democratic leadership pattern while also having charisma in front of his subordinates. However, there is another opinion which states that a good leader is a leader who can apply the various types of leadership above according to conditions and situations. There are times when he is a democratic type, but in conditions and situations that require him to be firm then it is fine if he is a militaristic type. Leadership style basically emphasizes respecting individual goals so that individuals will have confidence that actual performance will exceed their performance expectations. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. Employee performance can be influenced by the leadership style adopted and implemented by top management or leadership. Path Goal theory assumes that leaders can change their style or behavior to meet the demands of certain situations, for example when facing a new group of subordinates or a new project, leaders may behave directly in creating work procedures and explaining what must be done. Next, the leader of the can uses supportive behavior to increase group cohesion and foster a positive climate. Once the group is familiar with the task and as new problems are discovered, the leader can demonstrate participative behavior to increase motivation members of the group. Finally, achievement-

oriented behavior can be used to encourage increased performance. Applying a leadership style that is appropriate to employee character, work and existing conditions can make a major contribution to improving employee performance.

V. CONCLUSION

Based on the result of research and data analysis on the conclusion of study are:

1. Work discipline, leadership style and training have an influence on employee performance
2. Training is the variable that has the most dominant influence on employee performance at Perumda Tirta Kanjuruhan Malang. This is in accordance with research by Khairul Akhir (2011), Benny Ganda Wijaya and Soedarmadi (2013), which states that training influences employee performance both partially and simultaneously. This is because training in accordance with the curriculum will increase the competencies possessed by employees which support the implementation of work.
3. The work discipline factor is the second dominant factor influencing employee performance. This is in accordance with research by Anak Agung Ayu Mirah Kencanawati (2013), Benny Ganda Wijaya and Soedarmadi (2013), which states that work discipline influences employee performance. This is because with work discipline, the higher the responsibility and integrity of employees at work.
4. Leadership style factors have an influence on employee performance. This is in accordance with research by Anak Agung Ayu Mirah Kencanawati (2013), Benny Ganda Wijaya and Soedarmadi (2013), which states that leadership style has an influence on employee performance. This is because a good leadership style can provide an example to employees and will increase the authority of the leader.

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