

The Influence of Work Discipline, Leadership Style, and Job Training on Employee Performance at the Makassar Sub-District Office

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ABSTRACT

The purpose of this study was to analyze the effects of work discipline, leadership style, and job training on employee performance at the Makassar sub-district office. This research is a type of quantitative descriptive research with a simple correlation analysis approach and multiple linear regression to measure the relationship between variables. The choice of this method was based on the formulation of the problem. The research was carried out at the Makassar sub-district office in August-December 2021. The sample in this study consisted of 50 employees of the Makassar sub-district office, as well as all the employee population of the office. The data analysis technique used a simple linear regression analysis approach with the SPSS 25 program. The results showed that leadership style, work discipline, and training simultaneously had a significant influence on employee performance in Makassar City, Sub-District Makassar.

INTRODUCTION

In today's era of globalization, every organization is trying to win the competition by innovating in the fields of human resources, technology, and management to realize a competitive advantage. The amount of profit that a company earns depends on the resources it has, both human resources and facilities, infrastructure, or other resources. Human resources are resources that have a reason, feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, intention). All these potential human resources affect the organization's efforts in achieving organizational goals. The quality of employees in a company or organization can be seen based on the performance produced by each employee on every task assigned to him. In practice, employee performance is not always the condition desired by both the employee himself and the organization. There are many factors that can influence the performance of employees, including work discipline and leadership styles.

Discipline is the awareness and willingness of a person to obey all company regulations and applicable norms, while awareness is the attitude of someone who voluntarily obeys all regulations and is aware of his duties and responsibilities, not without coercion. Poor employee discipline will accelerate the company's goals while declining discipline will become a barrier and slow down the achievement of those goals. Discipline is one of the factors that affect performance. According to Moenir, there needs to be discipline, namely, to create conditions for an orderly, efficient, and effective work environment through an appropriate regulatory system. While discipline itself is obedience to the rules, Disciplinary activities

are carried out to encourage employees to follow various standards and rules so that irregularities can be prevented. The main target is to encourage self-discipline among employees to arrive at the office on time. By coming to the office on time and carrying out tasks according to their duties, it is expected that work productivity will increase.

Achieving the goals of an organization cannot be separated from the participation of humans who have the ability and availability to carry out organizational activities and achieve organizational goals. Therefore, it can be said that the presence of humans in the organization is one of the important organizational resources and determines the success of the organization. In carrying out every activity or daily activity, discipline problems are often defined correctly, both in time and place. Whatever the form of the activity, if it is done on time, it is never too late, and that is also what is said on time. Likewise, with the accuracy of the place, if done consistently, then the predicate of the discipline has entered one's soul.

The Makassar sub-district office programs consist of programs that are charity and empowerment programs. These programs are mutually integrated to create a prosperous and independent society. In addition, the Makassar sub-district office has also opened UPZs in several districts/cities and appointed zakat ambassadors for people who want to give part of their wealth. According to Timple (Mangkunegara, 2005:14), the factors that affect performance consist of internal and external factors. Internal factors, namely factors associated with one's characteristics, one of which is work discipline, External factors, namely factors that affect a person's performance that come from the environment, for example, leadership.

The results of interviews with management show that there are indications that the performance of the Makassar sub-district office employees is not optimal, which can be seen from the decrease in employee creativity. The performance of the Makassar sub-district office employees is as follows on the targets and realization of the Makassar sub-district office work in 2016 - 2020 as follows:

Table 1. Targets and Realization of Self-help Work Results 2016-2020

Year	Number of HR	Target	Realization	Achievement (%)
2016	45	3,000,000,000	2,500,500,000	83.35
2017	45	3,000,000,000	2,675,000,000	89.16
2018	40	3,000,000,000	2,378,653,000	79.28
2019	47	4,000,000,000	3,352,000,000	83.8
2020	50	5,000,000,000	3,987,435,000	79.74

Source: Makassar District Office 2021

From table 1, in 2016 the target achievement was 83.35%, in 2017 the target achievement was 89.16, in 2018 it was 79.28, in 2019 it was 83.8%, and in 2020 it was 79.74%. From the table, the achievement of the target realization in each year has fluctuated or experienced drastic ups and downs. From the table, the realization set by the company was not achieved. If viewed from the target almost every year, the target that had been set was not achieved; the performance that had been set by the company was the leader's lack of firmness in sanctioning undisciplined employees also made some of the employees envious of their undisciplined friends who were not given strict sanctions by the leader, causing other employees to follow suit for being undisciplined in this case. The performance of the Makassar sub-district office employees is expected by the company. The more employees who have maximum performance, the overall productivity of the company will increase so that the company will be able to achieve its vision. Employees are required to be able to complete their duties and responsibilities effectively and efficiently.

Table 2. Employee Attendance Rate

No	Year	Employee	Permission	Alpha	Sick	Leave	Total
1	2016	45	10	2	5	7	24
2	2017	45	7	4	7	5	23
3	2018	40	7	3	8	3	23
4	2019	47	5	2	5	6	18
5	2020	50	9	5	3	2	19
Total			38	16	28	24	

Source: Makassar sub-district office 2021

Based on the author's observations of the level of discipline of employees at the Makassar sub-district office, he found a phenomenon related to the low level of employee discipline, this can be seen from the level of attendance/work effectiveness of employees per year. Thus, from table 2 the level of work discipline of employees at the Makassar sub-district office for the last five years shows a decline in work discipline and this is indicated by the increasing level of absenteeism from year to year. So, this affects the work performance factors of employees. Therefore, the company should apply sanctions to employees who do not follow company regulations to increase employee awareness in obeying the regulations that have been made by the Makassar sub-district office. Those who violate the royal discipline once will be given a verbal warning. If there is no change in attitude and behavior, the person concerned will be given a written warning up to three times and if it is also not heeded by the employee, a firm sanction will be given from the leadership in the form of dishonorable dismissal.

In completing a job, leadership is given responsibility for achieving the work results that are the goals and objectives as previously set by the company, one of the ways the company leaders do in achieving maximum performance results is by supervising employees. The leadership style applied in the company also has an influence on employee performance. From the results of observations in the field, the leadership style applied in the company is quite good, but because of the leniency in carrying out the discipline so that the performance of the Makassar sub-district office is not optimal, the leadership style applied at this time is not appropriate and not in accordance with the company's conditions. Leaders create too close a relationship with employees.

In doing their job, many of the employees do not do the work they should do, but they do the work that they think their leaders like. This hampers the performance process and slows down the achievement of company targets. The leader's lack of firmness in giving sanctions to employees who are not disciplined causes a high number of employee absenteeism which affects the decline in quality, quantity, and target time.

RESEARCH METHOD

This research is a type of quantitative descriptive research with a simple correlation analysis approach and multiple linear regression to measure the relationship between variables. The choice of this method was based on the formulation of the problem. The research was carried out at the Makassar sub-district office in August-December 2021. The population, as well as the sample in this study, were all 50 employees of the Makassar sub-district office. The data collection technique used questionnaires and interviews, while the data analysis technique used a simple linear regression analysis approach with the SPSS 25 program.

The multiple linear regression techniques are based on the functional or causal effect of two independent variables with one dependent variable.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Performance

a = constant

b = Regression Coefficient

X1 = Work discipline

X2 = Style Leadership

X3 = training

e = Level Error (error)

Testing the hypothesis of variable X on variable Y partially or one by one with the formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Where:

t = t value

r = Correlation coefficient

n = Number of samples

The test criteria are as follows:

1. t hits > significant table
2. t hit < table is not significant

RESULTS AND DISCUSSION

Descriptive Statistics Test Results

The variables used in this study which include Leadership Style, Work Discipline, Training, and Performance will be tested with the following descriptive statistics:

Table 3. Descriptive Statistical Test Results
Descriptive Statistics

	N	Minimum	Maximum	mean	Std. Deviation
Leadership style	54	25.00	35.00	29.9630	2.61320
Work discipline	54	32.00	40.00	34.2963	2.55232
Training	54	23.00	30.00	25.6852	1.90158
Performance	54	53.00	70.00	59.7037	4.77268
Valid N (listwise)	54				

Source: Processed primary data

Table 3 explains that the Leadership Style variable has the minimum respondent's answer obtained from distributing the questionnaire is 25 and the maximum answer obtained from the questionnaire is 35, with an average total answer of 29.96 and a standard deviation of 2.61. This means that at the minimum answer, the average respondent answered the choices strongly disagree (STS), disagree (TS), and neutral (N) and at the maximum answer the average respondent answered the choices agree (S) and strongly agree (SS). The average total respondents' answers are the number of answers divided by the number of respondents with a deviation of 2.61.

The work discipline variable has a minimum answer of respondents obtained from distributing questionnaires is 32 and the maximum answer of respondents obtained from distributing questionnaires is 40, with an average total answer of 34.29 (the average answer of respondents obtained through distributing

questionnaires) and standard deviation of 2.55. It means that at the minimum answer, the average respondent answered the choices strongly disagree (STS), disagree (TS), and neutral (N) and at the maximum answer the average respondent answered the choices agree (S) and strongly agree (SS). The average total respondents' answers are the number of answers divided by the number of respondents with a deviation of 2.55.

The training variable has a minimum answer of respondents obtained from distributing questionnaires is 23 and the maximum answers of respondents obtained from distributing questionnaires are 30, with an average total answer of 25.68 (the average respondent's answers obtained through distributing questionnaires) and a standard deviation of 1.90. it means that at the minimum answer, the average respondent answered the choices strongly disagree (STS), disagree (TS), and neutral (N) and at the maximum answer the average respondent answered the choices agree (S) and strongly agree (SS). The average total respondents' answers are the number of answers divided by the number of respondents with a deviation of 1.90.

While the Performance variable has a minimum answer of respondents obtained from distributing questionnaires is 53 and the maximum answers of respondents obtained from distributing questionnaires are 70, with an average total answer of 59.70 (the average answer of respondents obtained through distributing questionnaires) and standard deviation of 4.77. it means that at the minimum answer, the average respondent answered the choices strongly disagree (STS), disagree (TS), and neutral (N) and at the maximum answer the average respondent answered the choices agree (S) and strongly agree (SS). The average total respondents' answers are the number of answers divided by the number of respondents with a deviation of 4.77. In the t-test statistic equation, the following regression equation is obtained:

$$Y = -1.345 + 1.234X_1 + 0.300X_2 + 0.537X_3 + e$$

DISCUSSION

The Influence of Leadership Style on Employee Performance

Based on table 4.21 above, the Leadership Style variable has a significance value of $0.000 < 0.05$. This means accepting H_{a1} or rejecting H_{o1} so it can be concluded that the Leadership Style variable partially affects employee performance. The results of this study support the results of research conducted by (Dimas Widya Narso, et al., 2015) where leadership style factors have a significant effect on employee performance. Among the variables of leadership style, work discipline, and training, leadership style is the most dominant variable on employee performance. Judging from the table unstandardized coefficients with a value of 1.234 and a significance level less than 0.05 ($0.000 < 0.05$). These results indicate that one of the driving factors for increasing employee performance is seen from the way a leader leads his subordinates and can inspire his followers. This supports the theory put forward by (Robbins & Judge, 2008) Transformational leadership style is a leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities.

Effect of work discipline on employee performance

Based on table 4.21 above, the work discipline variable has a significance value of $0.002 < 0.05$. This means accepting H_{a2} or rejecting H_{o2} so it can be concluded that the work discipline variable partially affects employee performance. The results of this study support the results of research conducted by Oconto (Hanif Wijaya et al., 2013) where work discipline factors have a significant effect on employee performance. These results indicate that one of the driving factors for increasing employee performance is seen from the discipline of employees in behaving, behaving, and acting in accordance with both written and unwritten regulations. This positive influence indicates that the greater the level of discipline possessed by the employee, the better the level of employee performance.

Effect of training on employee performance

Based on table 4.21 above, the training variable has a significance value of $0.000 < 0.05$. This means accepting H_{a3} or rejecting H_{o3} so it can be concluded that the training variable partially affects employee performance. The results of this study support the results of research conducted by (Azizah Nur Rahmayani, 2014) where training has a significant influence on employee performance. These results indicate that one of the driving factors for increasing employee performance is seen from the training provided by the company to its employees, training is not only carried out when recruiting new employees but also when the employee is about to do a new job that will be assigned to him and for employees who have passed the training but in fact, still continue to make mistakes in their work. This supports the theory put forward by (Gary Dessler, 2010) which means that training is a process of teaching skills needed by new and old employees to do their jobs.

CONCLUSION

This study aims to determine the effect of leadership style, work discipline, and training on the performance of Makassar sub-district office employees in Makassar City. Based on the results of the analysis and discussion conducted using multiple linear regression, the following conclusions can be drawn:

1. Leadership style has a significant influence on employee performance at the Makassar sub-district office in Makassar City.
2. Work discipline has a significant influence on the employees of the Makassar sub-district office in Makassar City.
3. Training has a significant effect on the performance of employees at the Makassar sub-district office in Makassar City.
4. Leadership style, work discipline, and training together or simultaneously have a significant influence on employee performance at the Makassar sub-district office in Makassar City.

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