South East Asian Management Concern (SEAMAC)

The Influence of Leadership Style, Discipline, and Work Training on the Performance of Civil Servants at the Department of Communication, Informatics, Statistics, and Encryption

Dodi Hamdani[1], Jeni Wardi[1*], Yogi Yunefril[1]

[1]Sekolah Pascasarjana, Universitas Lancang Kuning Pekanbaru, 28266, Indonesia.
Corresponding Author: jeniwardi@unilak.ac.id

Info Artikel	Abstrak
	This research was conducted to analyze the extent of the influence of leadership style, work discipline, and training on employee performance at the Meranti Islands Regency Communications, Information, Statistics, and Coding Service to analyze the extent of the influence of leadership style, work discipline, and training simultaneously on employee performance in the Department Informatics Communication, Statistics, and Coding, Meranti Islands Regency. Data collection techniques through observation, questionnaires, and documentation, with data analysis techniques using research instrument tests, classical assumption tests, multiple regression analysis, and hypothesis testing. The research results found that leadership style, work discipline, and training positively and significantly influenced employee performance at the Meranti Islands Regency Communications, Information, Statistics, and Coding Service. Based on the correlation coefficient analysis results, it can be concluded that leadership style, work discipline, and training have a simultaneous or joint influence on improving employee performance at the Meranti Islands Regency Communications, Information, Statistics, and Coding Service. So, it can be said that the fourth hypothesis proposed is proven to be true.

1. INTRODUCTION

Human resource (HR) issues remain a focal point for organizations that can survive in the era of globalization. HR plays a central role in every organizational activity. Even if supported by abundant facilities, infrastructure, and financial resources, without reliable HR support, organizational activities will not be completed properly (Irwansyah, 2022). This shows that HR is a key factor that must be addressed in order to meet all its needs. As a key factor, HR determines the success of organizational activities and holds a very important position within an organization, considering that organizational performance is heavily influenced by the quality of its human resources (Murtafiah, 2024). That is why organizations must continuously develop their HR. Effective HR development in an organization involves meeting good performance standards; the progress or decline of an organization depends on the performance of its employees (Karim et al., 2020).

Performance is crucial in achieving organizational goals (Pusparani, 2021). Employee performance or performance outcomes are the results achieved by an individual or group within an organization, both

qualitatively and quantitatively, in accordance with their authority, duties, and responsibilities to achieve the organization's goals legally, without violating the law, and in accordance with moral or ethical standards (Ichsan et al., 2020).

The role of leadership in an organization is very significant, so a leader is expected to have reliable leadership skills to achieve the organization's goals. Leadership has such an impact on an organization that it is often said that leadership is the determining factor in whether an organization succeeds or fails to achieve its desired goals (Julianto & Carnarez, 2021). Research results show that leadership style has a positive and significant influence on employee performance.

In addition to leadership and work discipline, training also influences employee performance. Training is short-term education that usually focuses more on practical aspects useful for improving employee performance and reducing errors in work (Fitriani, 2023). Training emphasizes enhancing the ability to perform specific tasks at present. Training and performance have a very close relationship because achieving high performance is greatly determined by the high abilities, skills, and knowledge of employees resulting from training (Wijaya, 2023).

In carrying out their duties, each Head of Division is assisted by a Sub-Coordinator of Functional Position Groups who are placed according to the established areas of expertise and skills and are implemented by the provisions of regulations and legislation based on needs, job analysis, and workload analysis.

The Department of Communication, Informatics, Statistics, and Encryption of the Meranti Islands Regency is an agency engaged in public services that provides information about the Regency and operates under the auspices of the Regional Government of Meranti Islands Regency, Riau Province. It must continuously improve the quality and affordability of services to the community to realize more accurate information despite many limitations. Thus, due to the broad scope of the organization, high work performance is required from each employee.

Based on observations made at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency, Riau Province, issues are apparent regarding leadership style, where leaders in each division lack firmness and do not support their employees. Additionally, issues are noted in work discipline, where some employees show low work discipline, evidenced by absenteeism, failure to attend morning assemblies, frequent tardiness, and early departures. According to observations and information obtained from the Head of the Sub-Coordinator of Personnel, some employees still do not fill out attendance records correctly, and some employees are relaxed during working hours with no strict sanctions in place. The average employee complains that training is not evenly distributed among employees and that the training frequency is insufficient. The training includes training in communication and public services, applications and information, and statistics and encryption. This indicates the low performance of some employees working at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

Therefore, given the issues faced by the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency, the researcher is interested in exploring this theme by choosing the title: "The Influence of Leadership Style, Discipline, and Work Training on the Performance of Civil Servants at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

2. RESEARCH METHOD

In this research, it is used to analyze the data obtained in-depth, with the expectation of understanding the influence between independent variables and the dependent variable. In this case, the variables to be tested are the first independent variable (X1), Leadership Style, the second independent variable (X2), Work Discipline, the third independent variable (X3), Training, and the dependent variable (Y), Employee Performance. This research also uses a causal design, which aims to analyze the relationship or the level of influence of independent variables on the dependent variable and determine whether the relationship is

significant through regression testing. In this research, the data obtained are analyzed statistically using SPSS software**.**

3. RESULT AND DISCUSSION

The characteristics of the respondents in this research aim to identify the demographic profile of the respondents who are the subjects of this study, namely employees working at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. The objective is to determine the extent of the influence of leadership style, work discipline, and training on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

A questionnaire was distributed to facilitate the identification of respondents. The respondents consisted of 87 employees working at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency, the Central Statistics Agency of Meranti Islands Regency, the Regional Development Planning, Research and Development Agency of Meranti Islands Regency, and the Protocol and Leadership Communication Section of the Regional Secretariat of Meranti Islands Regency. The respondents can be grouped based on gender, age, highest level of education, employment status, and length of service.

The purpose of describing the research variables is to illustrate the respondents' perceptions based on several indicators used in this study. Therefore, it is necessary to have average scores for each indicator of the research variables related to employee performance (leadership style, work discipline, and training).

This study uses questionnaires as measurement tools to test the influence of leadership style, work discipline, training, and employee performance. Before conducting multiple linear regression analysis, the validity of the data in the questionnaire is tested first. The validity test of the study is conducted on each variable's indicators to determine the validity and reliability of the indicators as measurement tools for the variables.

Hypothesis Testing can be done in 2 ways: Test of Individual Parameter Significance (t-test): This test examines the significance of each parameter in the model. It assesses whether each independent variable (predictor) significantly predicts the dependent variable (outcome). Simultaneous Significance Test (F-test): This test evaluates the overall significance of the regression model. It determines whether the set of independent variables together significantly explains the variation in the dependent variable.

1. Test of Individual Parameter Significance (t-test)

The test of individual parameter significance (t-test) examines the influence of each variable, namely leadership style, work discipline, and training, on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. Partial testing can be conducted by comparing the significance value with the standard value. Based on the partial test results, it can be concluded that:

a. The significance value of the leadership style variable (X1) is 0.020, which is less than 0.05 (0.020 < 0.05). Therefore, it can be concluded that leadership style has a significant partial effect on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

b. The significance value of the work discipline variable (X2) is 0.002, which is less than 0.05 (0.002 < 0.05). Thus, it can be concluded that work discipline significantly affects employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

c. The significance value of the training variable (X3) is 0.034, which is less than 0.05 (0.034 < 0.05). Hence, it can be concluded that training has a significant partial effect on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

2. Coefficient of Determination (R^2)

A small R^2 value indicates that the ability of independent variables to explain the dependent variable is very limited. A value approaching one means that the independent variables provide almost all the information needed to predict the dependent variable.

Based on the coefficient of determination R^2, the Adjusted R Square value is 0.519 or 51.9%. This indicates that 51.9% of the employee performance variability can be explained by leadership style, work discipline, and training variables at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency.

Based on the multiple linear regression analysis conducted in this study, it is found that leadership style, work discipline, and job training have significant partial and simultaneous effects on employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. The interpretations by the author regarding this research are as follows:

1. The Influence of Leadership Style on Employee Performance

The multiple linear regression test shows that the leadership style variable has a significance value of 0.020. Therefore, it can be said that leadership style significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. The analysis findings are consistent with the theory proposed by (Masturi et al., 2021), stating that leadership style encompasses traits leaders use to influence subordinates or employees to achieve organizational goals. In other words, leadership style is a pattern of behavior and strategies that leaders frequently employ to direct their subordinates to follow their lead. This indicates that the success or failure experienced by most organizations is determined by the quality of leadership possessed by those entrusted with leading the organization. From the questionnaire distribution results, empirical findings show that the leadership style applied at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency is functioning well.

2. The Influence of Work Discipline on Employee Performance

Based on the multiple linear regression results, the work discipline variable shows a significance value 0.000. It can be concluded that work discipline significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. This aligns with the views expressed by (Agustina & Bismala, 2014) that work discipline involves respecting, valuing, obeying, and adhering to both written and unwritten rules and being willing to implement them and accept the consequences.

This indicates that instilling work discipline in employees significantly affects their dedication to work. Employees with high levels of discipline will continue to perform well even without supervision, achieving high work performance. From the questionnaire distributed to the sample respondents in this study, empirical findings show that work discipline at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency is functioning well, thereby enhancing employee work performance.

3. The Influence of Job Training on Employee Performance

The multiple linear regression analysis yields a regression coefficient value for the training variable with a significance value 0.000. Therefore, it can be stated that job training significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. This is in line with the theory proposed by (Farchan, 2016) that job training is short-term education focused on practical practices to improve employee performance and reduce errors in work. Training emphasizes enhancing the ability to perform specific tasks effectively. Training and performance are closely related because achieving high performance depends significantly on employees' high skills, capabilities, and knowledge gained from training.

Based on the research conducted, empirical findings reveal that the training content provided during training is previously unknown material. The training content provided during training aligns with the tasks and work in the field. The training methods used by the instructors during training are understandable to employees. The training instructors are experts in their field, indicating they have mastered the material and methods. The training facilities (books, modules, and teaching aids) provided during training are adequate. Furthermore, the training facilities (rooms, accommodations, meals, and allowances) provided during training meet the standards. Participant qualifications for training meet the company's established requirements and criteria, and participants are assigned tasks related to training material evaluation.

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

Based on the statistical F-test of all independent variables in the model, it is shown that they influence the dependent variable simultaneously. This is evidenced by the obtained F-value of 31.904 with a significance of 0.000, indicating that this regression model is suitable for use. Since the significance level is less than 0.05, it can be said that leadership style, work discipline, and job training collectively and significantly influence employee performance.

4.   CONCLUSIONS AND SUGGESTIONS

Based on the regression equation analysis, empirical findings indicate that leadership style positively and significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. Thus, the first hypothesis is accepted. From the regression equation results, empirical findings show that work discipline positively and significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. Therefore, it can be concluded that the second hypothesis is proven to be true. Based on the regression data processing, empirical findings indicate that job training positively and significantly influences employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. Hence, the third hypothesis is accepted. Based on the correlation coefficient analysis, it can be concluded that leadership style, work discipline, and job training collectively significantly improve employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency. Thus, the fourth hypothesis is confirmed.

The following recommendations can be made based on the research findings: It is recommended that the leadership at the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency enhance the leadership style currently implemented by closely monitoring and supervising the activities of each employee. To further improve employee performance, it is recommended that work discipline be enhanced by imposing sanctions on employees who violate work regulations. It is suggested that the Department of Communication, Informatics, Statistics, and Encryption of Meranti Islands Regency increase employee training by bringing in experienced instructors in their respective fields.

REFERENCES

Agustina, W., & Bismala, L. (2014). Dampak Pengawasan dan Kepuasan Kerja dalam Mempengaruhi Disiplin Kerja Karyawan PT. Perkebunan Nusantara IV (persero) Medan. *Jurnal Riset Akuntansi Dan Bisnis,* 14(1): 126.

Farchan, F. (2016). Teknikal Manajemen Sumber Daya Manusia Strategik Sebuah Paradigma Pengukuran Kinerja. *Risalah*: *Jurnal Pendidikan Dan Studi Islam*, 1(01): 42–62.

Ichsan, I.Z., Rahmayanti, H., Purwanto, A., Sigit, D.V., & Rahman, M.M. (2020). PEB-COVID-19: Analysis of Students Behavior and ILMIZI Model in Environmental Learning. *Online Submission*, 5(1): 1-11.

Irwansyah, M.R., Sudibia, I.K., Yasa, I.N.M., & Purbadharmaja, I.B.P. (2022). The Influence of Human Resource Quality on Tourism Competitiveness in The Kalibukbuk Tourism Area. *Journal Of Economics, Finance And Management Studies*, 5(11).

Julianto, B., & Carnarez, T.Y.A. (2021). Faktor-Faktor yang Mempengaruhi Organisasi Professional: Kepemimpinan, Komunikasi Efektif, Kinerja, dan Efektivitas Organisasi (Suatu Kajian Studi Literature Review Ilmu Manajemen Terapan). *Jurnal Ilmu Manajemen Terapan*, 2(5): 676-691.

Karim, S.R.D., Supriatna, T., & Pitono, A. (2020). Efektivitas Penempatan Aparatur Sipil Negara (ASN) dalam Meningkatkan Kinerja Pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah (BKPSMD) Kota Ternate Provinsi Maluku Utara. *VISIONER: Jurnal Pemerintahan Daerah di Indonesia*, 12(2): 327-339.

Murtafiah, N. H. (2024). Human Resource Management Information System Governance at Mis Raudlatul Munawwarah to Improve The Performance and Quality of Educators. *JPGMI (Jurnal Pendidikan Guru Madrasah Ibtidaiyah Al-Multaza,* 10(1): 26-33.

Pusparani, M. (2021). Faktor yang Mempengaruhi Kinerja Pegawai (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Ilmu Manajemen Terapan*, 2(4): 534-543.