

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

(Study on Bank Kalteng Tamiang Layang Branch)

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<p>Informasi Artikel:</p> <hr/> <p>Keywords work discipline; transformational leadership style; Job Training; Employee Performance</p> <hr/> <p>Article History: Received : February 10, 2024 Revised : March 10, 2024 Accepted : March 28, 2024</p> <hr/> <p>Cite This Article: Rosallina, M., & Hikmah, K. (2024). The Influence of Work Discipline, Transformational Leadership Style, and Job Training on Employee Performance. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 8(2), 30-38. doi:http://dx.doi.org/10.22441/indikator.v8i2.25779</p>	<p>Abstract</p> <hr/> <p><i>Currently, the ability of human resources greatly determines the success of a company in achieving its goals. The purpose of this study is to determine the influence of work discipline, transformational leadership style, and job training on employee performance at Bank Kalteng Tamiang Layang. This study used quantitative methods with an associational descriptive approach using questionnaires as a data measuring tool. The population in this study amounted to 32 employees. Sampling technique using non-probability sampling. Data analysis in this study consisted of multiple linear regression analysis and hypothesis testing using SPSS application. The results of this study are known that the work discipline variable has a significance value of 0.848. The Transformational Leadership Style variable has a significance value of 0.255. The job training variable has a significance value of 0.192. So it can be concluded that work discipline, transformational leadership style, and job training have a positive and significant effect on employee performance at Bank Kalteng Tamiang Layang.</i></p>
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INTRODUCTION

In the current era of globalization, the ability of human resources greatly determines the success of a company in achieving its goals. Human resources (HR) is one part of the establishment of a company. Human resources (HR) in an organization must be managed correctly in order to have a positive effect and be able to make an optimal contribution in efforts to achieve organizational goals. Human resources are all potentials possessed by humans that can be given or contributed to the community that produces goods or services (Sedarmayanti, 2017). Human resources are an important asset in a company because they can be a driving factor of every activity that has been created and done well individually and in groups. The company not only participates in planning a business or business, but also functions as a gathering place for human resources that help achieve business goals. These human resources will be a strong pillar for the company's success. Therefore, companies must prepare human resources who have the skills and knowledge needed to achieve success.

Human resource management (HR) involves a series of company activities focused on managing the workforce in the banking sector. In the world economy, banks have a very important role. Colloquially, banks are referred to as financial institutions that mainly accept current accounts, savings accounts and time deposits. Then the bank is also known as a place to borrow money (credit) for people who need it. In addition, banks are also known as places to exchange money, move money or accept all kinds of payments and deposits. Employee

performance is a work achievement produced by an employee in carrying out his duties. Because the success of a company in achieving its vision, mission and goals depends on employee performance, employee performance is very important for the success of the company. High employee performance will help the Company achieve its goals. Conversely, poor employee performance will hinder the company from achieving its goals. Companies must be able to improve and optimize the performance of their employees so that their performance is optimal and company goals can be achieved.

Masran and Mu'ah (2015) argue that performance is the result of a person as a whole during a certain period in carrying out tasks, such as work result standards, targets or target criteria that have been determined in advance and have been mutually agreed. According to Warella et al (2021: 17) that employee performance is a performance achievement that has been achieved by employees in a certain period of time according to the rules that have been imposed to achieve organizational goals. So it can be concluded that employee performance is an achievement or work result that has been achieved by someone both in quality and quantity that has been fulfilled in its implementation, sincerity in carrying out the tasks that have been charged to someone and experience in completing work with the time that has been given so as to produce satisfactory work. Increasingly competitive market competition causes all company units to plan the latest strategies to achieve the goal of obtaining market opportunities and preventing risks. In this case, the Regional Government through Bank Kalteng Tamiang Layang Branch is engaged in improving the regional economic sector, including all general banking activities and as a regional cash holder. Its function is to carry out and manage money storage, receipts and payments, as well as priority financing projects in the field of regional development.

Bank Kalteng Tamiang Layang Branch is located in East Dusun District, East Barito Regency, Central Kalimantan Province, Jl.A.Yani No.34, Tamiang Layang. With the head office located on Jl, RTA Milono No.12, Langkai, Pahandut district, Palangka Raya City, Central Kalimantan. Bank Kalteng Tamiang Layang Branch has built a strong reputation in providing reliable and high-quality services to its customers. Employees of a banking company, not only channel hobbies, or have work status, but a job that must be pursued to realize the vision, mission and motto. Bank Kalteng Tamiang Layang Branch employees are considered as the company's main resource and must be supervised as well as possible because it can be a source of investment for the company. Based on the object of research researched at Bank Kalteng Tamiang Layang Branch, various problems were found in the performance of existing employees. It is known that there are still many employees who make mistakes when working so that the quality of work is not up to the standards set by Bank Kalteng Tamiang Layang. In addition, there are still many employees whose work quantity is not in accordance with the targets that have been set.

Employee performance is also still low because many employees often arrive late and during working hours there are still employees who chat or relax and do not use their working hours to do work or to do other work-related things. And also there are still many employees who are absent either for reasons of illness, permission, or absenteeism. Based on data on the performance appraisal of Bank Kalteng Tamiang Layang Branch employees for the 2021-2023 period, it is known that the performance of Bank Kalteng Tamiang Layang Branch employees has decreased, as can be seen from the number of employees who received excellent performance appraisals. In 2021, only 6 employees who obtained excellent performance or around 15.69% of 22 employees, then In 2022 it decreased to 10.91% from 25 employees and in 2023 it decreased again to 6.67% from 32 employees. Besides That, in 2021 the number of

employees is quite good, there are 31.37% of employees and then increases in 2022 to 34.55% and in 2023 the number of employees with a fairly good performance predicate increases again to 36.67%. When viewed from the performance appraisal data above, the average employee gets good and quite good performance. However, these conditions are still categorized as not optimal. Because in the quantity of employees at Bank Kalteng Tamiang Layang Branch, the number of activity cycles completed by an employee is very low, in completing his duties and responsibilities that are not yet appropriate, such as third party funds at Bank Kalteng Tamiang Layang Branch, namely lack of promotion in the regional community and a lot of competition between neighboring banks.

This is because it is not in accordance with the expected target of Bank Kalteng Tamiang Layang. The target set by Bank Kalteng Tamiang Layang is that all employees get a very good performance predicate. Because currently Bank Kalteng Tamiang Layang Branch needs employees with maximum performance to achieve company goals. In optimizing Employee Performance, of course, these variables are influenced by various factors where this study uses three variables that are empirically proven to affect employee performance, namely work discipline, transformational leadership style, and job training. Therefore, the purpose of this study is to determine the influence of work discipline, transformational leadership style, and job training on employee performance at Bank Kalteng Tamiang Layang.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to Rivai (2014), work discipline is a tool used by managers to communicate with employees in order to change behavior, increase awareness, and be ready to comply with every social rule and norm that applies within the company. Because work discipline can affect employee performance, discipline must be applied if the company chooses to apply applicable regulations. To make it a habit, employees must be aware or motivated to implement it. Because work discipline can affect employee performance, discipline must be applied if the company chooses to apply applicable regulations. To make it a habit, employees must be aware or motivated to implement it. Based on previous research by Suryadi & Karyono, (2022), Nadya Hasana & Sulaiman Hellmi, (2023), Sri Lestari & Dilla Afifah (2020) stated partially that work discipline has a positive and significant influence on employee performance. On the other hand, according to Tusholihah, et al., (2019), Vivi Puspandini (2022) explained that work discipline partially has a negative and insignificant influence on employee performance. This happens because employees are less disciplined about their work and less responsible for their performance. This study was conducted to test whether work discipline has a positive influence on employee performance.

An excellent transformational leadership style is one that can control, guide, and train its resources so that it has the ability and competence to face changes in an increasingly competitive environment. Conceptually according to (Ihsan, 2019), transformational leadership basically describes the relationship between superiors and subordinates on the basis of principles, beliefs and expectations about the vision and goals of the organization or agency. Based on previous research Transformational leadership style in research researched by Nurhuda et al., (2019), Nadya Hasana & Sulaiman Hellmi (2023) proved that it had no significant effect on employee performance, while with the research examined by Tangkudung & Taroreh (2021), Agnes Marnita Silaban & Onan Marakali Siregar (2023), Vivi Puspandini (2022) stated that transformational leadership partially and simultaneously has a positive and significant effect on employee performance. This happens because Leaders who lack individual attention to employees thus create communication between subordinates and leaders. This study

was conducted to test whether transformational leadership style has a positive influence on employee performance.

Training is a systematic and planned effort to change or develop knowledge or skills or attitudes through learning experiences in order to increase the effectiveness of various activities (Priansa, 2019). Training is an attempt to improve the ability of employees through increasing the knowledge and skills needed to complete the tasks given. Training is an effort to be able to improve the performance of the workforce in their field of work. The workforce must be able to truly carry out their responsibilities. Therefore, training is needed so that expertise can be very supportive for the performance of workers (Riniwati, 2016). From the results of research by Faturrahman & Eeng Ahman, (2020), Sri Lestasi & Dilla Afifah (2020), Agnes Marnita Silaban & Onan Marakali Siregar (2023) concluded that there is a significant positive influence of training on performance. However, in contrast to the results of Wahyudi's research, (2021), that training does not have a significant impact on performance. This happened because many trainings were poorly realized and did not reach the target. This work research was conducted to test whether financial literacy has a positive influence on employee performance.

H1 : Work Discipline, Transformational Leadership Style, and Job Training together have a positive effect on employee performance.

H2 : Work Discipline has a positive influence on employee performance.

H3 : Transformational Leadership Style has a positive influence on employee performance.

H4 : Job Training has a positive influence on employee performance

RESEARCH METHODS

This research is included in the type of quantitative research. Using descriptive methods associated with questionnaires as a means of measuring data. The population in this study is employees of Bank Kalteng Tamiang Layang Branch which amounts to 32 employees. The sampling technique used in this study is *non-probability sampling*. *Non-probability sampling* is a collection in which all members do not have the opportunity to be selected as members of the sample. Because the population is less than 100, the *non-probability* sampling technique used is saturated sampling (census). Saturated sampling is a sampling technique where all members of the population will later be used as research samples without exception. So that the sample in this study will be all employees of Bank Kalteng Tamiang Layang Branch totaling 32 people.

The primary data in this study is information directly taken from employees of Bank Kalteng Tamiang Layang Branch regarding everything related to the variables in this study, namely employee performance variables (Y), work discipline variables (X1), transformational leadership style variables (X2), and job training (X3). Primary data in this study is in the form of questionnaire results conducted by employees of Bank Kalteng Tamiang Layang, which contains questions related to the variables studied. While secondary data in this study were obtained from journals and books related to the variables studied in this study. Then which is also secondary data in this study, including the profile of Bank Kalteng Tamiang Layang Branch, delay data, job training data of Bank Kalteng Tamiang Layang. Data collection techniques are carried out by interview and questionnaire methods. The data analysis techniques carried out in this study are linear regression analysis and hypothesis testing.

RESULTS AND DISCUSSION

Research Analysis Results

The results of multiple linear regression analysis regarding the influence of work discipline, Transformational Leadership Style, and job training on employee performance at Bank Kalteng Tamiang Layang, researchers present in table 1 as follows:

Table 1. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standar Coefficients	t	say
	B	Std Error	beta		
(Constant)	3,593	6,631		0,542	.0,592
Total Discipline Kerja_X1	0,848	.177	.565	4,787	0,000
Total Leadership Style Transformasional_X2	.255	.117	.261	2,179	0,038
Total Training Kerja_X3	.192	.091	.240	2,118	.0,043

Dependent Variable : Total.Kinerja.Pegawai_Y
Adjusted R Square : .656
F Count : 20.669
Sig. F : .000

Source: Primary data processed 2024

Based on the results of Multiple Linear Regression in table 1, the regression equation is obtained as follows:

$$Y : 3,593 + 0,848 X_1 + 0,255 X_2 + 0,192 X_3$$

It is known that the constant value of 3.593 means, if work discipline, transformational leadership style, and job training do not change, then employee performance will be as large as the constant, namely: 3.593. For the value of the Work Discipline Regression Coefficient obtained 0.848 which means that if the variable of work discipline is high / increased then performance will be high and vice versa if work discipline is low then the performance will also decrease / low. For the value of the Transformational Leadership Style Regression Coefficient, 0.255 is obtained, which means that if the Transformational Leadership Style variable is high / increased then performance will be high and vice versa if the Transformational Leadership Style is low then the performance will also decrease / low. For the Job Training Regression Coefficient, 0.192 is obtained, which means that if the job training variable is high / increased then performance will be high and vice versa if work motivation is low then the performance will also decrease / low.

Then, test the hypothesis using the F test to test the significance of the regression coefficient of the influence of each independent variable together on the dependent variable. Examine the significance of the influence of work discipline, Transformational Leadership Style, and Job Training together on employee performance.

Tabel 2. Hasil Uji F

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	411.884	3	137.295	20.669	.000 ^b
Residual	185.991	28	6.643		
Total	597.875	31			

a. Dependent Variable: TOTAL_Y
b. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

Primary data processed 2024

Based on the table above, it is obtained that the significance value is 0.000. Because the criteria used in this study used a significance of $0.000 < 0.05$. Thus, this shows that the independent variables (work discipline, transformational leadership style, and job training) together have a significant effect on the dependent variable, namely employee performance. Therefore, H1 which states that "work discipline, transformational leadership style, and job training together have a significant effect on employee performance at Bank Kalteng Tamiang Layang" was accepted.

In testing the hypothesis, the coefficient significance of regression to the dependent variable was tested separately (partially) for each independent variable using the t test. Testing the significance of the influence of work discipline, Transformational Leadership Style, and job training on employee performance.

Table 3. Test Results t

Model		Coefficient		t	Say.
		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	3.593	6.631		.542 .592
	TOTAL_X1	.848	.177	.565	4.787 .000
	TOTAL_X2	.255	.117	.261	2.179 .038
	TOTAL_X3	.192	.091	.240	2.118 .043

a. Dependent Variable: TOTAL_Y

Source:

Primary data processed 2024

For testing the effect of labor discipline on employee performance. It is known that work discipline has a positive effect on employee performance. From the results of the analysis in the table above, it can be seen that the work discipline variable has a significance value of 0.848. This indicates that the significance value is $0.00 < 0.05$. Thus, partially the variable of work discipline has a positive and significant effect on employee performance. This means that H2 is accepted.

Testing the influence of transformational leadership styles on performance. From the results of the analysis in the table above, it can be seen that the Transformational Leadership Style variable has a significance value of 0.255. This indicates that the significance value is $0.038 > 0.05$. Thus, partially the variable of Transformational Leadership Style has a positive and significant effect on employee performance. This means that H3 is accepted.

Testing the effect of job training has a positive effect on employee performance. From the results of the analysis in the table above, it can be seen that the job training variable has a significance value of 0.192. This indicates that the significance value is $0.043 > 0.05$. Thus, partially the variable of job training has a positive and significant effect on employee performance. This means that H4 is accepted.

Discussion

The influence of work discipline, transformational leadership style, and job training on employee performance at Bank Kalteng Tamiang Layang.

The results of the study showed that work discipline, transformational leadership style, and job training together have a positive effect on the performance of employees at Bank Kalteng Tamiang Layang. When work discipline such as arriving on time, using time efficiently, obeying company rules and achieving work targets is balanced with the relationship between superiors and subordinates on the basis of principles, beliefs and expectations about the vision and goals of the organization or agency. Then also have training which is a learning that has been provided by the company to improve employee performance in terms of quality, quantity, punctuality in doing something, effective in doing the work provided, independent and also commitment to what has become their responsibility. The results of this study are supported by research by Agnes Marnita Silaban & Onan Marakali Siregar (2023) who said that work discipline, transformational leadership style and job training have a positive and significant effect on employee performance. This is considered if these variables will have a big role in improving employee performance so that it can make it easier for the company to achieve its goals. Different results are shown by research conducted by Vivi Puspadini and Enge Christina (2023) which states that work discipline, transformational leadership style, and job training have a negative and insignificant effect on employee performance. This is because one variable alone may not necessarily help employees to achieve performance, so several variables are needed to support employee performance.

The partial influence of job discipline, transformational leadership style and job training on employee performance at Bank Kalteng Tamiang Layang.

For the hypothesis of Work Discipline has a direct effect on employee performance. The result of this study is that work discipline has a positive and significant effect on Employee Performance at Bank Kalteng Tamiang Layang. Employees feel that when they have good discipline, they tend to obey the rules of arriving on time, being able to use time efficiently, working with focus, and completing tasks on time. This can increase productivity and efficiency, create a stable work environment, and make a positive contribution to the achievement of company goals. This is in accordance with research conducted by Nadya Hasana & Sulaiman Hellmi (2023) obtained results that work discipline has a positive and significant influence on employee performance. This shows that if in the company an employee is not disciplined, the work he does will be in vain and said to be unsuccessful. However, different results were found in research conducted by Vivi Puspadini (2022), Sri Lestari, and Dilla Afifah (2020) which stated that work discipline had a negative and insignificant effect on employee performance. This is because work discipline cannot be measured from several aspects only. There are some employees who obey one aspect but still make work discipline decrease which results in decreased employee performance.

To hypothesize the influence of Transformational Leadership Style on employee performance. Based on the results of the study, it shows that transformational leadership style has a positive and significant effect on employee performance. Transformational leadership involves charisma, inspirational motivation, individualized attention, and intellectual stimulation. By motivating employees to have a shared vision and stimulating creativity, transformational leadership can improve individual performance and the team as a whole. This is in accordance with research conducted by Nadhifa Salsabila & Rojuaniah (2023) found that transformational leadership styles have a positive influence and significant to employee performance. This is because the involvement of leaders in employee development can create a dynamic and vibrant work environment, which contributes positively to productivity and innovation for the company. Different things were found in research conducted by Vivi Puspadini (2022), Nadya Hasana and Sulaiman Hellmi (2023) which stated that

transformational leadership style has a negative and insignificant effect on employee performance. This is because transformational leadership styles are important for leaders to engage in self-reflection, identify areas where they can improve their leadership practices, and communicate openly with employees to correct any problems that may arise.

For the hypothesis of the effect of Job Training on employee performance. Based on the results of this study, it shows that job training has a positive and significant effect on employee performance. Through training, employees can improve their skills and knowledge, which can be applied directly in everyday work. Training also provides opportunities for professional development, increases confidence, and motivates employees to make maximum contributions. Overall, investments in job training create a competent and adaptive work environment, which positively impacts employee productivity, efficiency, and quality of performance. Based on the results of research conducted by Sri Lestari & Dilla Afifah (2020), it was found that job training has a significant positive influence on employee performance. This is because job training is needed to encourage companies to prepare and carry out job training in accordance with the field of work of each employee. Different results were found in research conducted by Enge Christina, Theresia Pradiani & Fathorrahman (2023) which stated that job training had a negative and insignificant effect. It was explained that the importance of training is an effort to be able to improve the performance of the workforce in their field of work.

CONCLUSION

Based on data analysis and discussion, the following conclusions were obtained: 1) Work discipline, transformational leadership style, and job training jointly affect employee performance at Bank Kalteng Tamiang Layang, so that H1 is supported. 2) Work discipline has a positive and significant effect on the performance of employees at Bank Kalteng Tamiang Layang, so that H2 is supported. 3) Transformational Leadership Style has an effect and significant on employee performance at Bank Kalteng Tamiang Layang, so that H3 is supported. 4) Job Training has a positive and significant effect on employee performance at Bank Kalteng Tamiang Layang, so that H4 is supported.

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