



The Influence of Work Discipline, Leadership Style, and Training on Employee Performance at PT Fuji Bijak Prestasi

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Abstract. Nothing is static in the corporate environment because everything must change. Changes brought on by dynamic and competitive environmental conditions will be more impactful. The company will struggle to compete with other businesses if it does not have competent human resources to back it up. Analyzing employee performance is one technique to identify talented human resources. Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibilities of each to achieve the organization's goals. PT Fuji Bijak Prestasi is one of the consulting companies that provide KNK, K3 training, Employment consultancy, and Sending Internships to Japan. One of the problems faced by company management is the low performance of employees, which is thought to be influenced by various factors, including work discipline, leadership style, and training. The purpose of this study is to analyze the effect of work discipline, leadership style, and training on employee performance and to analyze the variables of work discipline, leadership style, and training that have the most dominant influence on employees at PT Fuji Bijak Prestasi. In this study, the author uses primary data, namely in the form of a questionnaire to employees of PT Fuji Bijak Prestasi. Researchers will also use two different sample techniques: purposive sampling and convenience sampling. The results of this research will likely help the company resolve its issues.

Keywords: Work discipline · Leadership style · Training · Employee Performance

1 Introduction

Nothing is static in the corporate environment because everything must change. Changes brought on by dynamic and competitive environmental conditions will be more impactful. The company will struggle to compete with other businesses if it does not have competent human resources to back it up. Performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness, and time. Performance is an interactive function of three things, namely ability (A), motivation (M), and opportunity (O) [1]. As a result, we can conclude that employee performance is

one of the standards for company performance. Thus, a company must constantly analyze employee performance to maintain or increase company performance; conversely, strong job performance must be maintained or continually improved. The company's performance will suffer if the employee's performance is poor. Conversely, if the employee's performance is good, the company's performance will be good or increase. So, employee performance is crucial for the company.

Many factors can affect employee performance, such as discipline factors, leadership factors, job satisfaction factors, communication factors, competence factors, work environment factors, and work experience factors. Work discipline is an attitude of respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten, and being able to carry them out and not evoke sanctions if they violate their duties and authorities [2]. From this statement, it can be stated that work discipline is critical to the company's long-term success and that work discipline has an impact on the efficiency and effectiveness of the tasks assigned. If discipline is not enforced, the intended goals will not be accomplished effectively and efficiently.

The success or failure of most organizations is determined by the leadership skills possessed by those entrusted with controlling the organization [3]. Based on that, it is possible to infer that the leader significantly influences an organization. Therefore, a leader must possess dependable leadership qualities to meet the organization's goals. The ability to motivate, influence, direct, and communicate with subordinates is known as leadership ability. In addition, the leader must be flexible and able to change or adapt to his subordinates' environment in conclusion, leadership in an organization has a significant impact. It is a decisive element in the company's success or failure in attaining its goals.

"Training is a short-term educational process involving a systematic and controlled technique by which non-managerial individuals develop technical knowledge and competence for a specific purpose" [4]. Based on that statement, training can be defined as a short-term education focusing on specific skills and using systematic methods to attain and improve an organization's goals. This can be seen that training is essential for improving employee performance in both present and future jobs, depending on the nature of the work performed in the firm.

PT Fuji Bijak Prestasi is a consultant company. Training, work discipline, and leadership are required to support this work and improve staff performance. Training KNK, K3, domestic internships, international internships, recruitment, and employment consulting are examples of these service areas. Address: Cibuntu, Kec. Cibitung, Bekasi, West Java 17520, Jl. H. Saimun Dalam, RT.02/RW.02, Cibuntu, Kec. Cibitung, Bekasi, West Java 17520.

PT Fuji Bijak Prestasi, in 2019 has approximately 55 employees and has offices in Jakarta, Bekasi, and Mojokerto areas. Of the 55 people, some employees still arrive late. Some employees relax and hang out during working hours, even though the company is a Japanese foreign company famous for its high discipline. In addition, many employees have low motivation and believe that in this company, we will not be able to develop and that there is no career path. Then the lack of training provided by the company to employees. Having this view can affect the productivity of employees.

The company's revenue from 2019–2021 has decreased, especially during the Covid-19 pandemic. In 2020 due to the company's declining revenue and lack of income, the company decided on a policy of reducing salaries for 3 months. With this policy, employees with low motivation and enthusiasm are getting lower.

During working hours, employees often rest and relax, have a less assertive leadership style, and have less involvement of employees in decision-making, and there are still many employee complaints about uneven training participants. In this research, the researcher analyzed three factors: work discipline, leadership style, and training. The researcher chose this because these three factors appear most frequently in the theory that discusses the aspects that influence employee performance. From the researcher's observations, there are indications about PT Fuji Bijak Prestasi employees' performance, including a low performance for late-arriving employees.

Literature review used on this research including work discipline, leadership style, training, and employee performance.

Work Discipline

Work discipline can be interpreted as implementing management to reinforce organizational guidelines [5]. Discipline is an attitude, behavior, and actions in accordance with written and unwritten company regulations [6]. Discipline is essential for a healthy industrial atmosphere and the achievement of organizational goals [7]. Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply around it [8]. A company must have a disciplined view and attitude to improve employee productivity. Work discipline is the most essential human resource management function and is closely related to managing resources for a company [9, 10].

According to the definition, we can conclude that work discipline is an attitude, behavior, and action aligned with written and unwritten company regulations to increase employee performance and achieve the organization's goals.

Leadership Style

Leadership style is a process for influencing others to understand and agree with what needs to be done and how the task is carried out effectively, as well as a process for facilitating individual and collective efforts to achieve common goals [11]. A leader style is someone who can influence others and who has managerial authority [12]. Meanwhile, leadership is what leaders do, namely, the process of leading a group and influencing the group to achieve a goal. Leadership style is known as a characteristic, habit, temperament, character, or attitude that identifies a leader when engaging with others [13]. Leadership style is a behavioral norm used by a person when trying to influence the behavior of others or subordinates [14].

According to the definition, we can conclude that work discipline is someone's behavior that can effectively influence the behavior of others or their subordinates to achieve a goal.

Training

Training is a process in which people learn specific skills to achieve organizational goals [15]. Because of that, this process is related to various organizational goals. Then training can be seen narrowly or generally. "Training is a short-term educational process

involving a systematic and controlled technique by which non-managerial individuals develop technical knowledge and competence for a specific purpose” [4]. Training is a program to improve the ability to carry out work individually, in groups, and/or based on levels of position in an organization or company [16]. Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve work performance.

According to the definition, we can conclude that training is a short-term, systematic, and regulated method for enhancing the ability of abilities to assist organizations in achieving their objectives. As a result, employee training is critical to their success.

Employee Performance

Performance is work performance, namely the comparison between accurate work results and the work standards set [17]. Performance is the result obtained by a person or group of people in an organization, in line with their respective authorities and responsibilities, to achieve the organization’s legal goals, not breaking the law, and in accordance with morals and ethics [18]. Performance is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness, and time [19]. Performance is an interactive function of three things, namely ability (A), motivation (M), and opportunity (O) [1].

According to the definition, we can conclude that employee performance is one of the standards for company performance. Thus, a company must constantly analyze employee performance to maintain or increase company performance, and conversely, strong job performance must be maintained or continually improved.

Previous Researchers

The author will present some of the past studies that were discovered. These studies investigated employee performance by using questionnaires and regression analysis.

Analyzed the data to show that work discipline, motivation, and leadership all have an impact on employee performance. Employee Performance is influenced by discipline and leadership in a positive and significant way [20].

The result showed that employee performance is influenced by work discipline, leadership style, and training. The variable that has the most dominant influence on the performance of employees at RSUD Haji Makassar is training [21].

There is a significant influence of work discipline on employee performance at the Office of Public Appraisal Services Herly Ariawan and Partners. As a result, it can be determined that Work Discipline has a considerable impact on employee performance at the Office of Public Appraisal Services Herly Ariawan and Partners [22] (Fig. 1).

The hypothesis is formulated as follows:

- H1: Work Discipline has a positive effect on employee performance at PT. Fuji Bijak Prestasi.
- H2: Leadership Style has a positive effect on employee performance at PT. Fuji Bijak Prestasi.
- H3: Training has a positive effect on employee performance at PT. Fuji Bijak Prestasi.

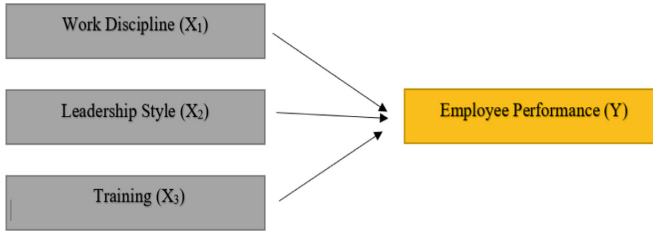


Fig. 1. Conceptual Framework

2 Methods

Primary data was employed in this study, which is research data gathered directly from original sources or without the use of intermediary media. A questionnaire was used to collect primary data for this research. Employees of PT Fuji Bijak Prestasi are the subjects or objects of this study. The researcher will use two sampling methods in this study, the first of which is a purposive sampling method with criteria in accordance with the researchers' desires. The criteria:

- 1) The employees of PT Fuji Bijak Prestasi
- 2) Employees from PT Fuji Bijak Prestasi, both senior and junior.

The second is using the convenience sampling method. The convenience sampling method collects information from members of the population who are easily accessible and willing to contribute information [23].

Questionnaires are one of the data collection methods. Researchers will collect data for this study using a survey method, which entails filling out questionnaires and distributing them directly to research respondents. The questionnaire will have a list of questions for respondents to answer. To obtain interval data, the list of questions is created using a Likert scale of 1 to 5 and given a score or value as follows:

- 1) Strongly Disagree
- 2) Disagree
- 3) Neutral
- 4) Agree
- 5) Strongly Agree

The researcher will use a measuring instrument for the variables of Work Discipline, Leadership Style, Training, and Employee Performance in this research. Each of these variables will be measured using ten-question items on a five-point Likert scale.

A validity test is a measurement concept that is used to determine the extent of a measuring instrument's accuracy and precision in performing its measuring function. When an instrument gives measurements that are consistent with the measurement objectives, it is said to be valid. The reliability test is the extent to which measurement results using the same object would generate the same data [24].

The author will use the Multiple Regression Analysis testing tool in this research.

The regression model's formula is as follows:

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

where:

Y: Employee Performance

a: Value of The Intercept (Constant)

b₁. b₂. b₃: Regression Coefficient

X₁: Work Discipline

X₂: Leadership Style

X₃: Training

e: Error Tern

The researcher used statistical methods to examine the influence of Work Discipline (X₁), Leadership Style (X₂), and Training (X₃) on Employee Performance (Y) using statistical methods with a significance level of $\alpha = 0.05$, indicating a 5% error degree. After that, several processes were taken to identify the relationship between the independent variable and the dependent variable using linear regression, including that of the Effect of Work Discipline (X₁), Leadership Style (X₂), and Training (X₃) on Employee Performance (Y). Employee Performance (Y) is the dependent variable in this regression, whereas Work Discipline Variable (X₁), Leadership Style (X₂), and Training are the independent variables (X₃).

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