

## THE INFLUENCE OF LEADERSHIP STYLE, EDUCATION AND TRAINING (DIKLAT) AND WORK DISCIPLINE ON PERUMDAM TIRTA KENCANA EMPLOYEE PERFORMANCE, SAMARINDA CITY

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### ABSTRACT

*Training is an inseparable component in efforts to improve employee qualifications in an organization. An additional aspect that can measure a person's performance is the level of work discipline. The purpose of this research is to determine the influence of leadership style, education and training (training), and work discipline on employee performance at Perumdam Tirta Kencana, Samarinda City. The type of research in this research is a descriptive quantitative and associative approach. Data collection techniques use observation, questionnaires, interviews, and documentation. With a sample size of 100 respondents from various levels of positions ranging from managers, and assistant managers to employees. In this study, the Proportionate Stratified Random Sampling technique was used, namely random sampling taking into account the existing strata. This means that each stratum is represented according to its proportions. The analysis technique in this research uses multiple linear regression analysis and is analyzed using SPSS version 29 software. The results of this research show that both leadership style, education and training (training), and work discipline partially have a significant positive effect on the performance of Perumdam Tirta Kencana Kota employees. Samarinda. Meanwhile, simultaneously the variables of leadership style, education and training (training), and work discipline have a significant effect on the performance of employees of Perumdam Tirta Kencana, Samarinda City with a significance level of less than 0.05 ( $0.000 < 0.05$ ). The research results also show that the work discipline variable has the most dominant influence on employee performance with a  $\beta$  value of 0.451 and a significance value of less than 0.05 ( $0.000 < 0.05$ ).*

### KEYWORDS

*Leadership Style, Education and Training (Training), Work Discipline, Employee Performance*

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## INTRODUCTION

Human resource management plays a central role in the global economy, with a focus on developing a quality and competent workforce. The success of a company is directly related to the quality of its human resources (Stone, 2023). In carrying out operations, companies need to efficiently optimize and manage human resources to achieve superior employee performance, which contributes to overall company performance. Employee performance is measured through the results obtained in carrying out their duties. The role of leadership is very significant in achieving organizational goals, with effective leaders being able to motivate and provide direction to team members. A good leadership style is one that is able to motivate subordinates to work enthusiastically (Zainuddin, 2023).

Effective management, including the right leadership style, is essential for achieving organizational goals. A person's leadership style must be directed towards the common good, both of team members or employees, as well as the company (Silitonga, 2023). Successful leadership provides direction to all team members to achieve organizational goals. Apart from leadership style, employee training and development are important factors in improving performance. Education and training play a role in human resource management, and training provides significant benefits to the development of individual employees and the progress of the organization as a whole.

Work discipline is also an important aspect in measuring employee performance. The level of compliance with social rules and norms as well as discipline at work can improve employee performance. Employees who have high discipline tend to have better performance. Research at Perumdam Tirta Kencana, Samarinda City shows several problems, such as a lack of supervision and motivation from management towards employees, which can have an impact on work performance and discipline. Inadequate handling of public complaints is also a consequence of this problem (Adam, Sanosra, & Susbiani, 2020).

Thus, to improve work performance and discipline, Perumdam Tirta Kencana needs to improve management supervision and motivation of employees, as well as paying more attention to training and development of human resources. In addition, increasing work discipline can be achieved through clear regulations and effective supervision (Fatmawala, Latupapua, & Risambessy, 2023).. Apart from that, the results of the recapitulation of employee absenteeism data show that the level of employee discipline is still below the expected standard because there are still many workers who show behavior that is not by the rules, such as arriving late, not following roll calls, being absent without notice and leaving the office without giving notice. Description (Juanna, Maruf, & Ahmad, 2023).

Table 1. Recapitulation of Attendance Data for Perumdam Tirta Kencana Samarinda City for the Period January – August 2023

Month	Number of Employees	Employees Present	Employees Absent
January	663	642	21
February	662	645	17
March	634	614	20
April	634	607	27
May	633	597	36
June	629	601	28
July	628	583	45
August	625	584	41

Source: Personnel Division of Perumdam Tirta Kencana Samarinda City, 2023

Based on the data in Table 1, there is information regarding the month, total number of employees, number of employee attendance, and number of employee absences. This phenomenon occurs in May, July and August, when many employees take leave. Continuous changes in the number of employees decreasing every month is something that is very important to pay attention to in order to ensure the continuity of the company. An increase in the number of employees who are absent from work hurts performance, causing work to be delayed, and every month there is an increase in the number of absent employees, which can encourage other employees to do the same. This reflects the low level of discipline at Perumdam Tirta Kencana, Samarinda City. Meanwhile, Perumdam Tirta Kencana Kota Samarinda is trying to improve employee performance in daily work and overcome operational problems through the Education and Training (Diklat) program. It is hoped that this effort can shape positive employee attitudes and behavior, improve performance, and achieve company goals.

## RESEARCH METHOD

This research uses a descriptive quantitative and associative approach. The associative approach, according to (Sugiyono, 2018) is a type of research that focuses on questions regarding the relationship between two or more variables. Quantitative research, according to (Sugiyono, 2018) adopts a positivist approach, carried out on part of the population or sample, data is collected using research tools, and analyzed quantitatively or statistically, to test the hypothesis that has been formulated. Meanwhile, descriptive research, as explained by (Sugiyono, 2017) aims to understand the value of independent variables, be it one or more separately, without analyzing how these variables relate to each other or how they relate to each other.

### Population and Sample

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According to (Sugiyono, 2018) population refers to the scope of generalizations involving subjects or objects that have certain qualities and specifications that have been determined by researchers as research subjects and used to make conclusions. In this research, the population includes all employees of Perumdam Tirta Kencana, Samarinda City, from managers to employees, totaling 653 people (Sugiyono, 2018).

The sample as explained by (Sugiyono, 2018) is a small portion of the number and specifications that exist in the population. The use of samples is necessary because of limitations such as time, human resources, costs, and very large population size. The author of this study reduced the total population to 653 employees by calculating the sample size using the Slovin method, according to the guidelines provided by (Sugiyono, 2017). By referring to the sample calculation above, this research adopted several 100 respondents or around 12% of the total employees.

Sampling technique refers to the method of taking samples in a study, and various techniques can be used. In general, sampling techniques can be categorized into two, namely probability sampling and nonprobability sampling (Sugiyono, 2017). This research uses probability sampling, which, as explained by (Sugiyono, 2018) is a sampling technique that provides an equal chance for each element or member in the population to be selected as a sample. Probability Sampling includes Simple Random Sampling, Proportionate Stratified Random Sampling, Disproportionate Stratified Random Sampling, and Cluster Random Sampling. In this research, the Proportionate Stratified Random Sampling method was used, namely random sampling taking into account existing strata. This means that each stratum is represented according to its proportions. Proportionate Stratified Random Sampling is used when the population has members that are not homogeneous and proportionally stratified (Sugiyono, 2018).

#### **Data collection technique**

In this research, several data collection techniques were used, namely questionnaires, interviews, observation, and documentation. The purpose of using this technique is to support each other in obtaining information by the research objectives.

##### ***Questionnaire***

A questionnaire is a data collection technique that involves a series of questions or written statements to respondents to obtain answers from them. The questionnaire was distributed online via Google Form to 87 employees of Perumdam Tirta Kencana, Samarinda City as research samples.

##### ***Interview***

Interviews are a data collection method that is useful at the initial study stage to identify the problems to be researched and gain an in-depth understanding of the informants' views. In this research, semi-structured interviews were used to obtain more in-depth information from respondents. Interviews allow research subjects to give free answers but still focus on a predetermined theme.

### ***Observation***

Observation has characteristics that differentiate it from other data collection techniques. In this research, observations were carried out by direct observation in the field to understand behavior and the significance of behavior related to conditions at Perumdam Tirta Kencana, Samarinda City.

### ***Documentation***

Data collection through documentation was carried out by taking information directly from the source, namely Perumdam Tirta Kencana, Samarinda City. This includes aspects such as company profile, history, and other elements deemed relevant. The research instrument used was a questionnaire with a five-choice Likert scale to measure variables on an ordinal scale. This scale is used to measure the attitudes, views, and perceptions of individuals or groups of individuals towards certain social aspects.

### **Data analysis technique**

The data analysis process is a stage carried out after all data from respondents or other sources has been collected (Sugiyono, 2017). Data analysis involves a series of steps, such as grouping data based on variables and type of respondent, tabulating data from all respondents based on variables, presenting data for each variable studied, carrying out calculations to answer the problem formulation, and testing the proposed hypothesis. Choosing appropriate and adequate data analysis techniques is important so that test results are correct and reliable. To validate research findings, data was collected and analyzed using SPSS (Statistical Program For Social Science) software version 29.0. This step aims to obtain accurate calculations and facilitate the data processing process.

#### ***Classic Assumption Test***

##### **a. Normality test**

According to (Sugiyono, 2017) the normality test is used to evaluate whether the variable being analyzed has a normal distribution or not. The importance of this test is that if the data for each variable does not follow a normal distribution, then parametric statistical methods cannot be used in hypothesis testing. This normality test is carried out using graphic methods, such as Probability Plots, which can be interpreted as follows:

1. If the data is spread around the diagonal line and points towards that line, it can be concluded that the regression model meets the normality requirements.
2. On the other hand, if the data is not distributed along a diagonal line and does not follow the same pattern, then it can be concluded that the normality assumption is not met in the regression model.

##### **b. Multicollinearity Test**

(Sugiyono, 2018) states that multicollinearity testing aims to evaluate certain phenomena and test whether there is a significant correlation between the independent variables in the regression model. A good regression model should not show any significant relationship or correlation between independent variables. If the independent variables are interconnected, then the variables are not orthogonal,

which means the correlation value is zero. Considerations in making decisions in multicollinearity tests involve two guidelines:

1. Make sure the regression model does not experience multicollinearity problems by checking whether the Variable Inflation Factor (VIF) value is < 10.
2. Ensure that the regression model is free from multicollinearity problems by checking whether the Tolerance value is <0.1.

c. Heteroscedasticity Test

According to (Safei & Hasan, 2020), this test aims to find variance in an unbalanced regression model from the residuals between one observation and another. A good regression model shows homoscedasticity, that is, the variance of the residuals between observations has a uniform level of stability, which can be assessed by looking at the graph of the relationship between the predicted value of the dependent variable (speed) and the residual (Sresid). Heteroscedasticity test analysis is based on the following:

1. Heteroscedasticity occurs when there is a certain pattern, such as a regular pattern of widening and narrowing waves.
2. The lack of a clear pattern, such as scattered dots above and below the number 0 on the Y axis, indicates that there is no heteroscedasticity.

**Multiple Linear Regression Analysis**

According to (Sugiyono, 2018) researchers use multiple linear regression to predict changes or fluctuations in the dependent variable, or this method is used when there are at least two independent variables. In using the multiple linear regression method, several independent variables are used that contribute to one dependent variable. The purpose of this analysis is to determine whether the independent variables have an influence or not, namely Leadership (X1), Education and Training (X2) and Work Discipline (X3). The variable that is the dependent variable in this research is Employee Performance (Y). The multiple linear regression formula is as follows:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Information :

Y = Employee performance

a = constant

$\beta$  = regression coefficient

X1 = leadership

X2 = education and training (training)

X3 = work discipline

$\varepsilon$  = standard error

**Hypothesis Testing**

a. Partial T Test

The T-test according to (Sugiyono, 2018) explains the T-test is used to evaluate the influence of each independent variable (Y) on the dependent variable

(X) and decide whether this influence is statistically significant. The basic criteria for decision-making for the partial t-test are as follows:

1. By comparing the significant value (Sig.) with a probability value of 0.05. If the significant value (Sig.) is  $\leq 0.05$ , then it can be concluded that variable (X) influences variable (Y). However, if the significant value (Sig.) is  $> 0.05$ , then it can be concluded that variable (X) does not have a significant influence on variable (Y).
2. By comparing the value of count with  $t_{table}$ , if the value of  $count \geq t_{table}$ , then it can be concluded that variable (X) has a significant influence on variable (Y). However, if the  $t_{count} < t_{table}$ , then it can be concluded that the variable (X) does not have a significant influence on the variable (Y).

b. Simultaneous F Test

The F test is used to identify or determine whether the independent variable and dependent variable have an effect simultaneously. According to (Sugiyono, 2018) to identify simultaneous relationships between various variables. comparison between the  $F_{count}$  value and the  $F_{table}$  value and the decision in the F test is based on the results of this comparison:

1. If the value of  $F_{count} \geq F_{table}$  (sig.  $> 0.05$ ), then it can be considered to have a significant influence
2. If the value of  $F_{count} \leq F_{table}$  (sig.  $< 0.05$ ), then it can be considered to have an insignificant influence.

## RESULT AND DISCUSSION

### Research Results

#### *Normality Test*

The normality test is used to assess whether, in a regression model, the dependent variable, independent variable, or both follow a normal distribution or not. The quality of a good regression model can be seen from the extent to which the data approaches a normal distribution.

Table 2. Kolmogorov-Smirnov Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual	
N		100	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	.22572469	
Most Extreme Differences	Absolute	.087	
	Positive	.087	
	Negative	-.070	
Test Statistic		.087	
Asymp. Sig. (2-tailed) <sup>c</sup>		.057	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.058	
	99% Confidence Interval	Lower Bound	.052
		Upper Bound	.063

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.

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Source: Data processed from SPSS 29, 2023

In Table 2, the Kolmogorov-Smirnov test was carried out and the ASYMP value was obtained. sig. (2-tailed) of 0.057. These results show that the p-value is greater than the significance level of 0.05. In the context of a normality test, if the p-value is greater than the specified significance level, there tends to be insufficient evidence to reject the hypothesis that the data is normally distributed. With a p-value of 0.057 which is above 0.05, it can be concluded that the data is normally distributed.

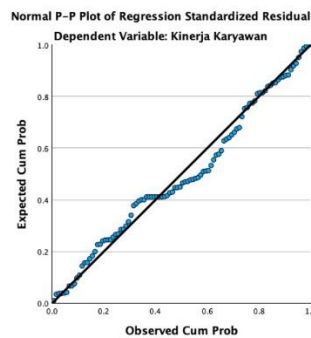


Figure 1. P-Plot Normality Test Results

Figure 1 shows that the pattern of dots on the graph is spread around the diagonal line and follows the direction of the line. With a distribution pattern like this, it can be concluded that the data is normally distributed. This conclusion indicates that this study meets the assumptions of normality.

**Multicollinearity Test**

The multicollinearity test is used to evaluate whether there is a correlation between independent variables in a regression model by looking at the Tolerance and Variance Inflation Factor (VIF) values, as well as evaluating the level of correlation between the independent variables. Table 3 presents the results of the multicollinearity test in the context of this research.

Tael 3. Multicollinearity Test Results

Research Variable	Tolerance	VIF
Leadership Style (X1)	0,791	1,265
Education and Training (X2)	0,712	1,404
Work Discipline	0,812	1,220

Source: Data processed from SPSS 29, 2023

For each variable, table 4.54 above shows that the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. The tolerance value for leadership style is 0.791, education and training is 0.712, and work discipline is 0.812. The VIF value for leadership style is 1.265, education and training is 1.404, and work discipline is 1.220. If the VIF value is less than 10, the



regression model is said to not have a multicollinearity problem. Therefore, it can be concluded that this regression equation does not have multicollinearity problems and can be used in this research.

**Heteroscedasticity Test**

The heteroscedasticity test is carried out to evaluate whether there is an inequality of variance between observations in a regression model. Filtering for heteroscedasticity can be done by checking whether there is a certain pattern in the scatterplot graph between SRESID and ZPRED, as shown in Figure 2.

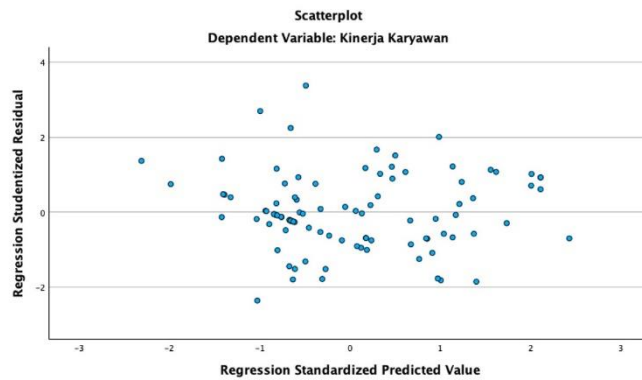


Figure 2. Heteroscedasticity Test Results

Based on Figure 2, it can be seen that the scatterplot graph shows the distribution of data above and below zero on the Y-axis without any clear pattern. This indicates that there is no heteroscedasticity in the regression equation model. Therefore, it can be concluded that the regression model can be used appropriately to predict employee performance based on the variables that influence it, namely leadership style, education and training, and work discipline.

**Multiple Linear Regression Analysis**

After completing all stages of classical assumption testing, this regression model is considered to meet the requirements and can be used as a basis for decision-making in testing hypotheses in this research. By applying multiple regression analysis, the results obtained are as follows:

Table 4. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.350	3.962		3.874	<.001
	Gaya Kepemimpinan	-.046	.045	-.084	-1.001	.319
	Pendidikan dan Pelatihan	.348	.091	.337	3.818	<.001
	Disiplin Kerja	.451	.073	.507	6.167	<.001

a. Dependent Variable: Kinerja Karyawan

Source: Data processed from SPSS 29, 2023

By referring to Table 4, namely the results of multiple linear regression analysis, the following regression equation is obtained:

$$Y = 15,350 - 0.46X_1 + 0.348X_2 + 0.451X_3 + 3.962$$

From the regression equation above it can be interpreted as follows:

- A constant of 15,350 states that when the variables of leadership style, education and training, and work discipline are considered fixed or constant, then employee performance will have a positive value of 15,350.
- The regression coefficient for the leadership style variable is  $-0.0046$ . The negative sign indicates that there is an inverse relationship between the leadership style variable and employee performance. In other words, if the leadership style variable increases, it will reduce the level of employee performance. Conversely, if the leadership style variable decreases, it will increase employee performance.
- The regression coefficient for the education and training variable is  $0.348$ . By maintaining the values of other variables (constant), every 1 unit increase in the education and training variables will contribute to an increase in employee performance of  $0.348$ . This means that there is a positive relationship between the level of education and training and increased employee performance, and vice versa.
- The regression coefficient for the work discipline variable is  $0.451$ . By maintaining the values of other variables (constant), every increase of 1 unit in the work discipline variable will contribute to an increase in employee performance of  $0.451$ . This means that there is a positive relationship between a higher level of work discipline and increased employee performance, and vice versa.

### ***Partial T Test***

The T-test is used to evaluate the influence of each independent variable (Y) and decide whether this influence is statistically significant (Sugiyono, 2019:187).

Table 5. T Test of Leadership Style Variables

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	45.172	2.680		16.854	<.001
	Gaya Kepemimpinan	.113	.054	.207	2.097	.039

a. Dependent Variable: Kinerja Karyawan

It can be seen in Table 5 that the tcount value shows that the value of the leadership style variable is 2.097 with a significance value of 0.039 while the ttable value is 1.660. These results indicate that leadership style has a significant positive effect on employee performance. This conclusion is based on the comparison of  $t_{count} > t_{table}$  ( $2.097 > 1.660$ ) and a significance value that is less than the specified significance level, namely ( $0.039 < 0.05$ ). Therefore, it can be concluded that  $H_0$  is rejected, and  $H_1$  is accepted.

Table 6. T Test for Education and Training Variables

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.882	3.765		7.670	<.001
	Pendidikan dan Pelatihan	.525	.090	.507	5.829	<.001

a. Dependent Variable: Kinerja Karyawan

It can be seen in Table 6 that the tcount value shows that the education and training variable value is 5.829 with a significance value of 0.000 while the ttable value is 1.660. These results indicate that education and training have a significant positive effect on employee performance. This is based on the comparison of tcount > ttable (5.829 > 1.660) and a significance value that is less than the specified significance level, namely (0.000 < 0.05). Therefore, it can be concluded that H0 is rejected, and H1 is accepted.

Table 7. T Test for Work Discipline Variables

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.348	3.627		6.161	<.001
	Disiplin Kerja	.553	.070	.622	7.858	<.001

a. Dependent Variable: Kinerja Karyawan

It can be seen in Table 7 that the tcount value shows that the work discipline variable value is 7.858 with a significance value of 0.000 while the ttable value is 1.660. These results indicate that work discipline has a significant positive effect on employee performance. This conclusion is based on the comparison of tcount > ttable (7.858 > 1.660) and a significance value that is less than the specified significance level, namely (0.000 < 0.05). Therefore, it can be concluded that H0 is rejected, and H1 is accepted.

**Simultaneous F Test**

The F test is used to identify or determine whether the independent variable and dependent variable have an effect simultaneously (Sugiyono, 2019:192).

Table 8. F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	900.524	3	300.175	28.207	<.001 <sup>b</sup>
	Residual	1021.636	96	10.642		
	Total	1922.160	99			

a. Dependent Variable: Kinerja Karyawan  
 b. Predictors: (Constant), Disiplin Kerja, Gaya Kepemimpinan, Pendidikan dan Pelatihan

Source: Data processed from SPSS 29, 2023

Based on Table 8, the results of the ANOVA analysis calculation show an Ftable value of 3.09 while the Fcount is 28.207 with a significance value of 0.000.

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A comparison can be made, namely  $F_{count} > F_{table}$  ( $28.207 > 3.09$ ) and the significance value is less than the specified significance level, namely ( $0.000 < 0.05$ ). So it can be concluded that the variables Leadership Style, Education and Training, and Work Discipline simultaneously have a significant influence on Employee Performance at Perumdam Tirta Kencana, Samarinda City, and  $H_1$  is accepted, while  $H_0$  is rejected.

## Discussion

### *The Influence of Leadership Style on the Performance of Perumdam Tirta Kencana Employees, Samarinda City*

Based on the results of the analysis in Table 5, it can be concluded that leadership style has a significant positive influence on employee performance partially. This conclusion is based on a  $t_{count}$  value that is greater than the  $t_{table}$  ( $2.097 > 1.660$ ) and a significance that is less than the specified significance level ( $0.039 < 0.05$ ). Therefore,  $H_0$  is rejected, and  $H_1$  is accepted. This finding is in line with research by Putra (2016) and Wicaksono (2015) which shows that leadership style has a significant effect on employee performance.

There is an interesting finding, namely that the regression coefficient value for the leadership style variable is  $-0.0046$ , indicating that there is an inverse relationship between leadership style and employee performance. The negative sign indicates that increasing leadership style can have an impact on reducing employee performance, and vice versa. Similar findings were produced by Panjaitan's (2017) research, which showed a negative regression coefficient value between leadership style and employee performance. Factors such as authoritarian leadership style, lack of communication, employee involvement, and emotional support may influence these outcomes.

Interviews with the Manager and Assistant Manager of Perumdam Tirta Kencana, Samarinda City increase the validity of the primary data. The results highlight the importance of understanding employee characteristics before implementing a leadership style. Integration of a leadership style that suits the conditions and good communication skills are key factors in building positive internal relationships and improving company performance.

### *The Influence of Education and Training on the Performance of Perumdam Tirta Kencana Employees in Samarinda City*

Based on the results of the analysis in Table 6, it can be stated that education and training have a significant positive influence on employee performance partially. This conclusion is based on the  $t_{count}$  value which exceeds  $t_{table}$  ( $7.858 > 1.660$ ) and significance which is less than the predetermined significance level ( $0.000 < 0.05$ ). Therefore,  $H_0$  is rejected, and  $H_1$  is accepted. These results are in line with research by Putra (2016), Wicaksono (2015), and Edowai et al. (2020), which shows that education and training (diklat) have a significant positive effect on employee performance. These findings indicate that the effectiveness of education and training programs in improving employee performance is very

significant. This program is designed to enrich employee knowledge and skills, by the theory which states that training is an effort to develop skills so that employees can be more efficient and productive (Sofyandi, Herman, 2013: 112).

Interviews showed that some employees felt they had not experienced the maximum benefits from education and training. Several influencing factors include inappropriate training types or materials with work needs, limited instructor attitudes and skills, and lack of mastery of the material. The emphasis on the importance of qualified instructors, relevant materials, and appropriate training methods is in line with the components of education and training that need to be considered (Mangkunegara, 2007:44). The interview results also illustrate that some employees feel that training is not fully in line with their work needs. However, the majority of them felt significant benefits and saw positive changes in their performance after taking part in the training. This is to Beach's theory (in Sofyandi, Herman, 2013: 76), which states that education and training aim to improve employee skills, form positive attitudes and actions, and overcome daily operational obstacles so that they can contribute to improving employee performance. sustainably.

***The Influence of Work Discipline on the Performance of Perumdam Tirta Kencana Employees, Samarinda City***

Based on the results of the analysis in Table 7, it is concluded that work discipline has a significant positive effect on employee performance partially. This conclusion is based on tcount which exceeds ttable ( $5.829 > 1.660$ ) and the significance is less than the specified significance level ( $0.000 < 0.05$ ). The work discipline variable also has the highest Standardized coefficient beta value (0.553), indicating that work discipline is the most dominant variable that influences employee performance at Perumdam Tirta Kencana, Samarinda City. These findings confirm that the level of employee discipline in following rules, both written and unwritten, is an important factor in improving performance. This is in line with Sutrisno's theory (2011:96) which states that discipline is a person's voluntary action to obey and follow the norms and regulations in their environment. A high level of discipline can accelerate the achievement of company goals, while a decrease in discipline can hinder the company's progress.

The interview also revealed that Perumdam Tirta Kencana Kota Samarinda implemented corrective discipline, by imposing sanctions according to the level of violation. The interview results confirmed that work discipline is not only related to fulfilling rules but also to forming positive habits in daily life. A high level of discipline creates individuals who can be relied upon, as can be seen from regularity in daily activities, such as regularly going to work on time. Interviews with Managers and Assistant Managers show that setting the first example of work discipline is very important. Leaders who demonstrate personal discipline create positive norms among employees. The leader's attitude towards discipline influences the culture of discipline in the team. This supports Sutrisno's (2016: 89)

theory which emphasizes the role of leadership in forming a culture of discipline in the company.

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

Based on the research results, it is known that leadership style, education and training (training), and work discipline have a significant effect on the performance of employees of Perumdam Tirta Kencana Kota Samarinda when tested simultaneously. The correlation between leadership style, education and training (training), and work discipline with employee performance shows a strong positive relationship, shown by the correlation coefficient (R) value of 0.684. Furthermore, the coefficient of determination (R<sup>2</sup>) of 45.2% indicates that leadership style, education and training (training), and work discipline contribute 45.2% to employee performance, while the remaining 54.8% are influenced by other variables that are not examined in this research, such as motivation, work environment, compensation, and workload.

This finding is consistent with Mangkunegara's theory (2017:67), which defines performance as an evaluation of employee work that includes quality and quantity aspects by the responsibilities given. Apart from that, the research results are also in line with the views of Fahmi (2017: 188), which states that performance is the result of activities that are measured and evaluated within a certain period by previously established standards or agreements.

This research supports Putra's (2016) findings in his study regarding the influence of leadership style, work discipline, and training on employee performance at Bank BNI Syariah Bekasi Branch Office. Similar findings were also found by Edowai et al. (2020) in their research regarding the influence of leadership, organizational culture, and work discipline on employee performance at the Deiyai Regency Social Welfare Service, Papua Province.

## **CONCLUSION**

This research aims to evaluate the influence of leadership style, education and training, and work discipline on employee performance at Perumdam Tirta Kencana, Samarinda City. Through multiple linear regression analysis, the following conclusions were obtained: First, leadership style has a significant positive effect on employee performance partially. Second, education and training also have a significant positive influence on employee performance partially. Third, work discipline also has a significant positive influence on employee performance partially. Furthermore, together, leadership style, education and training, and work discipline have a significant effect on employee performance simultaneously. Finally, the work discipline variable stands out as the dominant factor influencing employee performance at Perumdam Tirta Kencana, Samarinda City, marked by a higher regression coefficient value compared to other variables.

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