

# Analysis of the Effect of Training, Work Discipline and Leadership on Employee Performance (Study of Security Guards at Surabaya State University)

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## Analysis of the Effect of Training, Work Discipline and Leadership on Employee Performance (Study of Security Guards at Surabaya State University)

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**Abstract:** This study aims to analyze the effect of job training, work discipline, and leadership simultaneously on employee performance. Data was taken from 30 people who were sampled from 80 security guards. The sampling method used is Probability sampling, the sampling technique used is simple random sampling, by distributing questionnaires to the respondents. Data analysis techniques use multiple linear regression analysis. This study uses validity test, reliability test, and classic assumption test with the help of SPSS 23.0. The results of this study indicate that the independent variables namely training (X1), work discipline (X2), leadership (X3) have a positive and significant effect on employee performance (Y).

**Keyword:** Training, Work Discipline, Leadership, Employee Performance

### INTRODUCTION

Management of human resources to improve performance can be done in various ways, such as through educational training, improving work discipline and a reliable leadership system so that human resources can be achieved that can synergize with the organization.

During the organizational development process, training plays an important role in improving the performance and character of security guards. The training referred to here is the process of helping employees gain effectiveness in current or future work through developing habits of mind, skills, knowledge and attitudes. (Edwin B. Flippo in Sedarmayanti, 2010).

Training here not only develops operational skills but also sharpens thinking and creativity in order to make better decisions on time and in a more productive way. (David in Elnaga and Imran 2013).

According to Widodo (2015) Training is a series of individual activities to systematically improve skills and knowledge so that they are able to have professional performance in their field. Mangkunegara (2011) mentions several aspects and indicators of training, namely: instructors include education and mastery of the material, participants include enthusiasm for participating in training and selection, material includes suitability for

objectives, participant components and goal setting, methods include socializing clear goals and objectives, and goals include increasing skills and competitiveness.

Apart from training, discipline is also included in improving human resources for security guards so that they can work together and be able to support instant progress. Discipline is also closely related to all aspects of life, wherever we are, rules and regulations are needed that regulate and limit every movement of behavior. These regulations will be meaningless if there is no commitment from all parties such as leaders and subordinates in an organization.

Employee discipline in human resource management departs from the view that no human being is perfect without errors and mistakes. According to Singodimejdo in Sutrisno (2012) says that discipline is a person's willingness and willingness to understand and obey the regulatory norms that apply around him. According to Hasibuan (2011), Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Consciousness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. Thaief et.al, (2015) describes several aspects along with indicators and work discipline, namely: frequency of attendance including arrival times and work permits, compliance with regulations including obedience to leaders and patrols, compliance with work standards including the use of uniforms and inventory items, and standard work ethics including politeness and respect.

To become a disciplined individual, reliable leadership is also needed to be able to change habits that employees have long carried out in order to achieve goals that are in line with the vision and mission of an organization. Leadership must also be able to provide insight, arouse pride, and foster respect and trust from subordinates. The leadership function in an organization is a very important element in human resource management. Apart from providing direction, it also provides motivation in efforts to improve employee performance. To develop the progress and development of employee performance, it really depends on human resources as direct managers. Therefore, leadership has a big role in improving employee performance. The attitude, style and leadership behavior of a leader has a huge influence on the organization being led, even on the organization being led, and even on the performance of employees within the organization.

Leaders who are effective in applying a certain style in their leadership must first understand who the subordinates they lead are, understand the strengths and weaknesses of their subordinates, and also understand how to optimize their subordinates' strengths and cover their weaknesses. Miftah Thiha (2010) defines leadership as an activity to influence human behavior, both individuals and groups. Leadership is a form of strategy or theory of leading as a leader, Wahjosumidjo (in Wijayanti, 2012) explained several aspects accompanied by indicators of leadership, namely: being able to be fair, giving suggestions or a good impression, being a catalyst, always being optimistic, providing support to achieve goals, developing subordinates by creating a sense of security, providing information as a representative of the organization as a source of inspiration, being able to develop potential and give appreciation and want to appreciate the work of their subordinates.

Reliable leadership is able to encourage employees or work members to improve their personal performance automatically, so that they are willing to work hard by giving all their abilities and skills to realize their goals. Basically, agencies not only expect employees to be capable, capable and skilled, but they are expected to work diligently and have the desire to achieve maximum work results.

Good performance is optimal performance, namely according to organizational standards and supporting the achievement of organizational goals. According to Sedarmayanti (2011) Disclosing performance is a translation of performance which means the results of the work of a single employee, a management process or an organization as a whole, where the results of the work must be shown in concrete and measurable evidence

(compared to predetermined standards). Performance according to Marwansyah (2012), is a person's achievement or achievement regarding the tasks assigned to him. According to Wibowo (2010) suggests that performance is about doing work and the results achieved from that work. The high or low performance of an employee is of course determined by factors that influence it, either directly or indirectly. Such as low levels of employee discipline or lack of training and uneven leadership can have a big influence on the high and low levels of employee performance. Mathias dan Jackson (2012) mentions several aspects of performance and their indicators, namely: Quantity including Standard Operating Procedures and working hours, quality in the form of responsibility and service, timeliness including work reports and arrivals, attendance including work permits and so on, as well as the ability to work together including work groups and work assistance.

## METHOD

This research is included in descriptive quantitative research. Descriptive quantitative research is research conducted to determine the value of variables independently, one or more variables without any comparison or linking of other variables by looking at the data results in the form of numbers, namely training variables (X1), work discipline variables (X2) and leadership variables (X3) on employee performance variables (Y). A quantitative approach is used to analyze the influence between variables expressed by numbers.

The research location is at Surabaya State University which is located at the Lidah campus, Jalan Lidah Wetan Lakarsantri-Surabaya.

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics which are applied by researchers to study them and then draw conclusions. (Sugiyono, 2013). The population in this study were all members of the security unit (Security) University State Surabaya totaling 80 people. Sampling of sample members from the population is carried out randomly without paying attention to the strata in the population.

In this research, the data collection technique uses a questionnaire. A questionnaire is a data collection technique by giving a set of questions or written statements to the subject to answer (Sugiyono, 2010). This questionnaire contains four variables, namely training, work discipline, leadership and performance.

The collected data was analyzed using correlation analysis and multiple linear regression with classical assumption tests. Correlation analysis *Pearson Product Moment* is a discussion study regarding the degree of relationship or degree of association between two variables, for example variable X and Variable Y or in other words to see/determine how close the relationship is between two variables (Sugiyono, 2013). Multiple linear regression is a procedure that functions to see the linear relationship between more than one independent variable and the dependent variable (Sarwono & Salim, 2017).

The classical assumption tests used are the normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. The data collected in this research was processed using statistical tools and then analyzed using the SPSS 23 for Windows program. The normality test aims to test whether in the regression model the user variables or residuals have a normal distribution (Ghozali, 2012). Multicollinearity testing aims to test whether the regression model finds a correlation between the independent variables. The heteroscedasticity test aims to test whether in a regression model there is a variation in variance from the residuals of one observation to another observation. The autocorrelation test aims to find out whether in a regression model there is a correlation between members of a series of data or between residuals and other observations in the regression model by looking at the Durbin-Watson value (Santoso, 2012). For partial and simultaneous testing, use the t-test and F test. The t-test (partial) is an individual test to see the effect of each independent variable on the dependent variable (Ghozali, 2016). According to Ghozali



(2016), the F test here aims to find out whether the independent variable simultaneously influences the dependent variable.

**RESULTS AND DISCUSSION**

**Respondent Characteristics**

The subjects of this research are security guards who work at Surabaya State University. The following is data describing the research subjects:

Table 1. Analysis of Respondent Characteristics

	Profil	Frequency	Percentage
Age	18-30	7	18%
	30-40	12	31%
	40-50	4	36%
	>50	6	15%
	Total	39	100%
Years of service	1-10 year	9	23%
	10-20 year	14	36%
	>20 year	16	41%
	Total	39	100%
Gender	Man	34	87%
	Woman	5	13%
	Total	39	100%

Source: Data processed in 2023

From the analysis table of respondent characteristics above, it can be read that the security guards at Surabaya State University, in terms of gender, are more male security guards than female security guards, in terms of age, there are more security guards over 40 years old than younger ones, in terms of length of service. Many more have worked as security guards at Surabaya State University for more than 20 years.

**Uji Asumsi Klasik**

- 1) Normality Test. Determining the significance level in the normality test is 0.05 if sig. shows <0.05, then the data has an abnormal distribution, if the sig. shows >0.05, then the data is normally distributed.

Table 2 Kolmogorov-Smirnov Normality Test Results

Data Normality	Training	Work Discipline	Leadership	Performance
Asymp. Sig.(2-tailed)	0,483	0,441	0,285	0,566

Source: SPSS 23 for Windows output data

Based on the data in table 2, it shows that the significance value of each variable is greater than 0.05, obtained in the training variable of 0.483, the work discipline variable of 0.441 and leadership of 0.285 and the performance variable of 0.566, so that the distribution of the data can be said to be normal because the significance value or probability value obtained is greater than 0.05

- 2) Multicollinearity test to detect the presence or absence of multicollinearity in the regression model can be seen through (1) tolerance value and its opposite (2) Variance inflation Factor (VIF). If the VIF (Variance Inflation Factor) and tolerance values are close to 1, then multicollinearity will not occur, whereas if the VIF is close to 10, then there is a multicollinearity problem with other independent variables (Gujarati, 2012). The following are the results of the multicollinearity test calculations:

Table 3 Multicollinearity Test Results

Variable	Tolerance	VIF	Interpretation
Training	0,735	1,360	Multicollinearity does not occur
Work Discipline	0,713	1,402	Multicollinearity does not occur
Leadership	0,932	1,932	Multicollinearity does not occur

Source: SPSS 23 for Windows output data

- 3) The heteroscedasticity test in this study uses the Glejser test to test the absolute value of the residual with each independent variable. If the resulting probability value has a significance value of >0.05 then the regression model does not experience heteroscedasticity. The following are the results of the heteroscedasticity test using the Glejser test.

Table 4 Heteroscedasticity Test Results

Variable	Significance Value (p)	Interpretation
Training	0,319	Heteroscedasticity does not occur
Work Discipline	0,989	Heteroscedasticity does not occur
Leadership	0,749	Heteroscedasticity does not occur

Source: SPSS 23 for Windows output data

- 4) The autocorrelation test to make a decision whether there is autocorrelation or not can be done by comparing the DW value with the d value from the Durbin-Watson table (Ghozali, 2016). Based on the test results from the data obtained in the following table contains the results of the autocorrelation test:

Table 5 Autocorrelation Test Results

Variable	D-W	dU	Statistical Value	Interpretation
Performance Leadership Work Discipline Training	1,695	1,6575	$dU \leq d \leq 4-dU$	There is no positive/negative autocorrelation

Source: SPSS 23 for Windows output data

The results of the autocorrelation test in this study, which are contained in table 5, show that in the regression model there is no positive or negative autocorrelation.

**Correlation Analysis and Multiple Linear Regression**

Pearson Product Moment correlation analysis. Based on the results obtained, the values listed in the table are as follows:

Table 6 Correlation Test Results *Pearson Product-Moment*

Variable	Correlation Test Results	Significance Value	Interpretation of Relationship Levels
Training with Performance	0,586	0,000	Medium
Work Discipline with Performance	0,676	0,000	Strong
Leadership with Performance	0,392	0,000	Low

Source: SPSS 23 for Windows output data

The multiple linear regression method is a procedure used to see the linear relationship between more than one independent variable and the dependent variable (Sarwono & Salim, 2017). The amount of R square ( $r^2$ ) can be used to see how big the influence of several independent variables at once is on the dependent variable.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Table 7 Multiple Linear Regression Analysis Test Results

Variable	Regression Coefficients	Beta	Value		Value		$R^2$
			t	Sig.	F	Sig	
Constant	-12,505				21,83	0,00	0,652
Training	0,487	,407	3,499	0,001	3	0	
Work Discipline	0,808	,413	3,496				
Leadership	0,403	,342	3,314				

Source: SPSS 23 for Windows output data

Based on table 7, the following multiple linear equations are obtained:

$$Y = -12,505 + 0,487X_1 + 0,808 X_2 + 0,403 X_3 + e$$

The results of this equation can be described with the following conclusions :

- The constant value shows the magnitude of the employee performance value which is influenced by constant work discipline and leadership training variables, which is -12.505
- Training variable regression coefficient  $X_1$  in the amount of 0,487 with a significance value of  $0,001 < 0,05$  These results indicate that training has a significant influence on employee performance of 0,487 so with other factors held constant employee performance will increase by 0,487 as each training variable increases.
- Regression coefficient for the work discipline variable  $X_2$  in the amount of 0,808 with a significance value of  $0,001 < 0,05$  states that work discipline has a significant influence on employee performance. So if other factors are considered constant, the more work discipline increases each time, the employee performance will increase by 0,808.
- The regression coefficient for the leadership variable has an influence of 0,403 with significance value  $0,002 < 0,05$ . These results show that with other factors considered constant, if the leadership possessed by each individual increases every unit, then performance will also increase by 0,403.

- e. The work discipline variable in this study has the most dominant influence because the beta coefficient value is the largest, namely 0,808 followed by the next influence of the training variable of 0,487 and the leadership variable is 0,403.

**Partial Hypothesis Test (t Test) and Simultaneous (F Test)**

The t test results obtained  $t_{count}$  compared with  $t_{table}$  with the following conditions, if  $t_{count} < t_{table}$ , then variable independent individually it has no effect on the dependent variable ( $H_0$  accepted). If  $t_{count} > t_{table}$ , then the independent variables individually influence the dependent variable ( $H_0$  rejected). This research was also carried out by looking at the significance level value 0,05 ( $\alpha=5\%$ ) with degrees of freedom (n-k), wherever n = number of observations and k = number of variables. If the level of significance  $> 0,05$  then  $H_0$  rejected and  $H_a$  accepted, means there is no influence between the independent variable and the dependent variable. If the level of significance  $< 0,05$  so  $H_0$  accepted and  $H_a$  rejected, means there is an influence between the independent variable and the dependent variable.

Table 8 Partial Test Results (t)

Variable	$t_{count}$	Significance Value	$t_{table}$	Information
Training	3,499	0,001	2,03011	$t_{hitung} > t_{tabel}$
Work Discipline	3,496	0,001		$t_{hitung} > t_{tabel}$
Leadership	3,314	0,002		$t_{hitung} > t_{tabel}$

Source: SPSS 23 for Windows output data

Based on the data results in table 8, on b the training variable a value is obtained  $t_{count}$  in the amount of 3,499  $>$  from  $t_{table}$  2.03011 and sig. value is 0,001 $<$ 0,05 then it can be concluded that  $H_a : \beta_1 \neq 0$  accepted, namely, it has a partially significant and positive effect of 0,487 on performance. For the work discipline variable, a value is obtained  $t_{count}$  in the amount 3,496  $>$  dari  $t_{tabel}$  2,03011 and sig. value is 0,001 $<$ 0,05 then it can be concluded that  $H_a : \beta_2 \neq 0$  accepted, namely work discipline has a partial and positive significant effect of 0.808 on performance. For the leadership variable, a value is obtained  $t_{count}$  in the amount of 3,314  $>$  from  $t_{tabel}$  2.03011 and sig. value is. 0,00  $<$  0,05 then it can be concluded that  $H_a : \beta_3 \neq 0$  accept, namely leadership has a partial and positive significant effect of 0.403 on performance.

In this study, simultaneous testing was carried out by comparing the F value with the significance level number (sig) 0,05%. If sig. value  $<$ 0,05 then  $H_0$  (there is no linear relationship between the independent variable and the dependent variable) rejected and  $H_1$  (there is a linear relationship between the independent variable and the dependent variable) accepted. On the other hand, if the sig value  $>$ 0,05 then  $H_0$  accepted and  $H_1$  rejected.

Table 9 Simultaneous Test Results (F)

Variable	$F_{count}$	Significance Value (p)	$F_{table}$	Information
Training, Leadership Work Discipline with Performance	21,833	0,000 <sup>b</sup>	2,87	$F_{count} > F_{table}$

Source: SPSS 23 for Windows output data

Based on the results in table 9, the values obtained  $F_{count}$  in the amount of 78,916  $>$  from  $F_{tabel}$  2,90 with sig value 0,000  $<$  0,05 So it can be said that training, work discipline and leadership variables have a significant influence simultaneously or together on performance variables.

Coefficient of determination  $R^2$  In essence, it measures how far the model's ability to explain the dependent variables (Ghozali, 2016). The coefficient of determination values are



zero and one. If Kd detects zero (0), then the influence of the independent variable on the dependent variable is weak. If Kd approaches one (1), then the influence of the independent variable on the dependent variable is strong.

Table 10 Model Determination Coefficient Results Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 <sup>a</sup>	.652	.622	3,95093

Source: SPSS 23 for Windows output data

Based on the data in table 10, the R Square value ( $R^2$ ) obtained amounted to 0,652 then value Kd is  $0,652 \times 100\%$  equal 6,5%. These results show that the training, work discipline and leadership variables together have a contribution of 65.2% which influence the performance variable.

### CONCLUSION

Thus, it can be concluded that training, work discipline and leadership have a significant effect, both partially and simultaneously, on the performance of Surabaya State University security guards. So the better the training, work discipline and leadership, the higher the performance of security guards at Surabaya State University, conversely, if the lower the training, work discipline and leadership of Surabaya State University security guards, the lower their performance will be.

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