

Influence Of Leadership, Work Discipline, And Training On Employee Performance Pt. Bevos Prima Center Jakarta

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Article Info	ABSTRACT
<p>Corresponding Author: Sriayu Lumban Gaol et.al E-mail: agtovia.frimayasa@undira.ac.id</p>	<p>his study aims to be able to see leadership, work discipline and training on improving employee performance at PT. Bevos Prima Center, West Jakarta. This research is descriptive quantitative. Sampling of 50 people from a total of all employees at PT. Bevos Prima Center. The independent variables include leadership (X1), work discipline (X2), and training (X3), while the dependent variable is employee performance (Y). The research data was analyzed using multiple linear regression testing. The results of his research prove that Leadership, Work Discipline, and Training all significantly influence the performance of partial and simultaneous employees at PT. Bevos Prima Center Jakarta.</p> <p>Keywords: Leadership, Discipline, Training, and performance</p>

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INTRODUCTION

This development and empowerment basically refers to the main goal of every government agency, namely to obtain maximum results through the performance of its employees. However, the expected results will not be maximized if government agencies do not pay attention to the facilities and the moral condition of their employees.

One effort that can be done is by providing training for employees. Training is a systematic process of changing employee behavior to achieve organizational goals, which are related to the skills and abilities of employees to carry out the current job.(richard oliver (in Zeithml., 2021). Training can be a means of motivation for employees to improve their knowledge, skills and abilities. If managed and well prepared anyway.

Leadership is a series of efforts from the leader in influencing and moving his subordinates in such a way that his subordinates can work well, have high enthusiasm and have high discipline and responsibility.(richard oliver (in Zeithml., 2021)

A person's leadership style is a set of behavioral norms that they apply when trying to influence the behavior of others.(Norawati et al., 2022)

For companies, the nature of leadership is important in addition to the existence of levels of positions and positions within the company. These leadership values are closely related to one's ability to be able to influence others to work according to the expected goals. Especially how the ability of a superior to order and influence his subordinates to work better.

Leadership is a separate part of management. Managers carry out the functions of creation, planning, organizing, motivating, communicating, and controlling (supervision). Included in these functions is the need for leaders to direct. After all, a boss's ability to lead effectively will affect his or her ability to manage, but a leader only needs the ability to influence the behavior of others.(richard oliver (in Zeithml., 2021).

Performance improvement can be done by improving employee knowledge, employee skills and the employee's own attitude towards their duties. While training is an effort related to increasing the ability or skills of employees who are already occupying a particular job or task. This is based on the many criticisms and complaints from the public as service users, both directly and indirectly, such as delays in handling problems, discrimination, lack of response to customer complaints and so on. The service has not been maximized, of course, cannot be separated from the leadership factor applied to employees, as well as work discipline. employee training and performance as well as other factors. The phenomenon that is currently happening at PT.

Employee indiscipline hinders all work. Consumers often complain about unfinished work and lots of revisions. This is of course because employees do not take it seriously. Employees often neglect timely attendance and employees are frequently absent during lunch and return just as it is nearing time to go home. This certainly affects the speed in completing the work. In addition, the lack of mastery of the fields owned by employees also affects the performance of employees who are not good. Job training provided by the company does not maximally have a big impact on employee performance. Even though good job training is needed because besides that the employees who are in this company have differences between their educational backgrounds and the jobs they currently have. As an example of employees in the marketing division, who previously studied very different disciplines. Differences in educational background and lack of experience must be a strong foundation for companies to create optimal job training for their employees, in order to achieve the goal of good performance within the company.

The phenomenon raised in this study is how the influence of leadership, work discipline, and job training in improving company performance, resulting in the sale of PT. The BEVOS PRIMA CENTER has experienced a decline as a result of employees who lack performance and lack of discipline at work.

LITERATURE REVIEW

Employee performance

Performance comes from performance or actual performance, work performance or actual achievements achieved by a person. The definition of performance is the performance of work in quality and quantity presented by an employee in carrying out his duties in accordance with the responsibilities given to him.(Lawu et al., 2019).Performance is a work result that is achieved by someone in carrying out the tasks given. Performance or performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals. performance is the degree to which a person's success in completing his work, in order to determine success in doing the work, it is necessary to carry out a performance evaluation. It can be said that the performance of an employee is an individual matter because each employee has a different level of expertise in carrying out their duties. Employee performance can be seen from the level of employee discipline.(Sinaga & Hasibuan, 2022). Employee performance is a very important factor for an agency. Performance as a form of employee work behavior shown as work performance in accordance with its role in an agency within a certain period of time.(Syahril et al., 2022)

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy, performance is about doing the job and the results achieved from the job.(richard oliver (in Zeithml., 2021). Mohammad Pabundu defines performance as the result of work produced by an employee which is interpreted to achieve the expected goals. Meanwhile, according to Rivai, performance means the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results.(richard oliver (in Zeithml., 2021). Performance is real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Employee performance is very closely related

to the results of someone's work in a company or organization, where the results of the work are related to the quality and quantity of work.

Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance. If the employee's performance is not good, then the institution's performance is also not good. Vice versa if the employee's performance is good, the institution's performance will also be good.(Frimayasa & Lawu, 2020)

Good performance affects overall company performance, if employee performance is low it will reflect low work morale which is characterized by decreased morale and enthusiasm for work. Good employee performance will affect the level of productivity and goals expected by the organization. Furthermore, these employee performance factors can affect the quantity, quality, and timeliness in achieving goals.(Frimayasa & Lawu, 2020)

Performance is performance or performance. Performance is the result of a process carried out by humans. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy(Priansa & Suwatno, 2016) journal(Frimayasa & Lawu, 2020)

Employee Performance which is a spear that supports the establishment of a company, which brings the company to a success, that employee performance is very important and has the most important role for the running of a company. The conclusion taken is that if employees do not do a good job then the company will suffer losses and vice versa. Therefore, the performance of employees has a plus in carrying out their duties and responsibilities if they are done properly and in accordance with the rules.(Frimayasa & Lawu, 2020)

Leadership or leadership belongs to the group of applied sciences or applied sciences from the social sciences, because the principles and formulations are useful in improving human welfare. And can also be interpreted as a process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals(Agtovia et al., 2022).Leadership is a person's way of influencing the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals, the personality possessed by a leader is the ability to command and influence other people to want to carry out work according to their responsibilities. Leaders must also be able to guide their subordinates in carrying out their duties, encourage subordinates to improve work discipline, provide opportunities for subordinates to develop their careers. Employee work discipline also needs to be raised so that employees can produce the best performance so that they can get used to being disciplined, an employee must carry out his work in accordance with predetermined rules, with the hope that the results to be achieved will be maximized.(Leadership & South, 2022). Leadership is a relationship of mutual influence between leaders and followers who want real change that reflects a common goal. A good leader can set a good example for his subordinates in doing all his work.Leadership is considered as an effective leadership model in the field of social work, emphasizing the relationship between leaders and followers in the leadership process, aiming to maximize all the potential of members.(Yu et al., 2022).Leadership is one of the keys to achieving company goals where effective leadership can enable employee direction in an effort to achieve organizational goals, therefore leadership can affect employee performance(Tjahjadi et al., 2022).

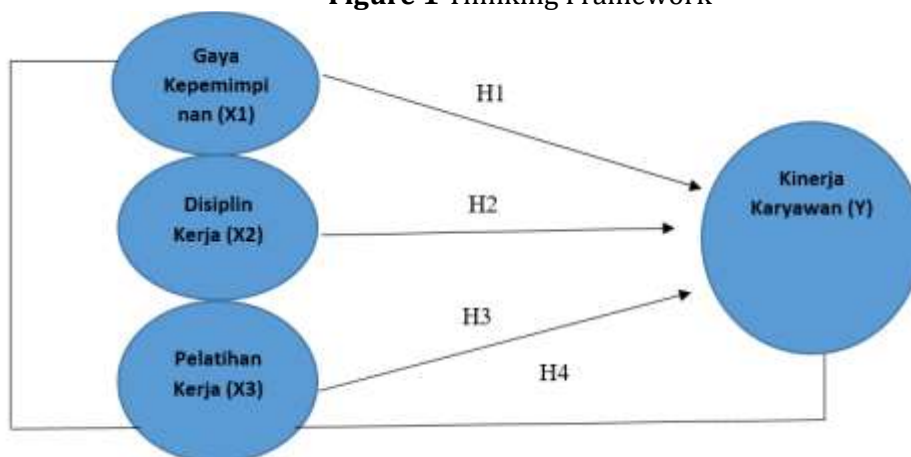
Work "is a certain situation where people who join the organization are subject to the existing regulations with pleasure". While work is all human activity carried out to achieve the goals that have been set (Sinungan, 2016) in(Towards & Employees, 2021)

Discipline can be interpreted as an attitude, behavior and actions that are in accordance with written and ordinary rules of a company or agency. Thus each company determines or formulates a rule that is enforced to ensure the implementation of the agency's work mechanism, to create regular work procedures so as to achieve organizational goals properly.

Discipline is an effort to prevent violations of the provisions that have been mutually agreed upon in carrying out activities so that the formation of punishment for a person or group can be avoided. Thus work discipline can be summed up as an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and able to carry them out and not avoid accepting sanctions if he violates the duties and authority given to him (Salutondok & Soegoto, 2015).

Training is a teaching and learning activity that uses a conceptual method as training material for employees to improve the skills and work abilities of a person or group. Training is an important organizational investment in human resources. Training involves all human resources to acquire knowledge and skills. (Issues, 2022). Training is a short-term educational process using systematic and organized procedures so that operational employees learn working technical knowledge and skills for a specific purpose. Training (training) is a systematic process of the organization to develop individual skills, abilities, knowledge or attitudes that can change employee behavior to achieve organizational goals that have been set (Sinambela 2017) in (Ii & Theory, 2018). Training is education that improves skills and promotes field practice in a relatively short time compared to theoretical education. (Suparyanto and Rosad (2015, 2020). Training (training) is a systematic process of the organization to develop individual skills, abilities, knowledge or attitudes that can change employee behavior to achieve organizational goals that have been set. (Ii & Theory, 2018). companies that conduct training, trainees will have the motivation so that when carrying out their responsibilities in their work they can be more proficient and effective. Seeing some of the expert opinions above, it can be concluded that training is a process carried out to get maximum results in an organization.

Figure 1 Thinking Framework



Hypothesis:

- H1 :Leadership Style has a significant positive effect on Employee Performance.
- H2 :Work Discipline has a significant positive effect on Employee Performance.
- H3 : Job Training has a significant positive effect on Employee Performance.
- H4 :StyleLeadership, work discipline, and training have a significant positive effect on employee performance

METHODS

The form of research used is the method of quantitative research. Quantitative research design is research that is structured to examine the possibility of a causal relationship between variables in the presence of supporting data. In this design, generally (the) causal relationship can already be predicted by the researcher, so that the researcher can state the clarification of the causal variable and the dependent variable. DesignData processing carried out in this study was done by computer using the SPSS (Statistical Program For Social Science) program with the

aim of obtaining accurate calculation results and making it easier to process data, making it faster and more precise. A questionnaire or hypothesis is very dependent on the quality of the data used in the test. Research data will not be useful if the instrument used to collect research data does not have high reliability and validity. These tests and measurements show the consistency and accuracy of the data collected. The population in this study are all permanent monthly employees at PT. BEVOS PRIMA CENTER WEST JAKARTA with a total of 59 people.(Alie et al., 2022)

According to Sugiyono is part of the number and characteristics possessed by the population. Samples taken from the population must truly represent. As for determining the number of samples used by the authors in the study using the Saturated Sample technique based on Sugiyono's theory which suggests that a saturated sample is a sampling technique when all members of the population are used as samples. The number of permanent monthly employees at PT BEVOS PRIMA CENTER JAKARTA BARAT is 59 people, so the number of samples in this study is 59 employees. The entire study population was sampled using the Saturated Sampling Technique used in this study. The Likert scale is the scale model used, and is particularly suitable for situations where there is variation in the number of judgments with weights or scores for each response. Alphas Cronbach's approach was used to verify the validity and reliability of the test. Data were analyzed using SPSS 26.0, and the statistical tests carried out included validity test, reliability test, linear analysis, correlation coefficient test, coefficient of determination test, partial t test, and ANOVA test.

RESULTS AND DISCUSSION

DISCUSSION

Normality test

Validity test is used to measure whether a questionnaire is valid or not. This test was carried out using Pearson Correlation, a model guideline is said to be valid if the significance level is below 0.05 then the question items can be said to be valid. The following table shows the results of the validity test of the three variables used in this study. Leadership style, work discipline, training and performance with a sample of 59 respondents.

Following are the details of the table of validity test results for each variable used in this study:

Leadership Style Validity Test (GK)

Table 1. Results of Leadership Style Validity Test

Question Item Number	Calculated r value (Pearson Correlation)	Value of r table n = 59, a = 5%	Sig (2-Tailed)	Information
GK1	0.856	0.266	0.000	Valid
GK2	0.866	0.266	0.000	Valid
GK3	0.813	0.266	0.000	Valid
GK4	0.759	0.266	0.000	Valid
GK5	0.887	0.266	0.000	Valid
GK6	0.861	0.266	0.000	Valid
GK7	0.815	0.266	0.000	Valid

Source: Primary data processed by SPSS (2023)

Table 1 shows that the Leadership Style variable has valid criteria for all question items with an r-count value greater than r-table and a significance value seen from Sig (2-Tailed) is less than 0.05. This shows that each question on the leadership style variable reliable and worthy of research.

Test the Validity of Work Discipline (DK)

Table 2. Work Discipline Validity Test Results

Question Item Number	Calculated r value (Pearson Correlation)	Value of r table n = 59, a = 5%	Sig (2-Tailed)	Information
DK1	0.889	0.266	0.000	Valid
DK2	0.818	0.266	0.000	Valid
DK3	0.884	0.266	0.000	Valid
DK4	0.748	0.266	0.000	Valid
DK5	0.866	0.266	0.000	Valid
DK6	0.858	0.266	0.000	Valid
DK7	0.908	0.266	0.000	Valid
DK8	0.886	0.266	0.000	Valid

Source: Primary data processed by SPSS (2023)

Table 2 shows that the Work Discipline (DK) variable has valid criteria for all question items with a calculated r value greater than r table and a significance value seen from Sig (2-Tailed) less than 0.05, this shows that each question on the work discipline variable is reliable and worthy of being proposed as research.

Training Validity Test (P)

Table 3 Results of Training Validity Test

Question Item Number	Calculated r value (Pearson Correlation)	Value of r table n = 59, a = 5%	Sig (2-Tailed)	Information
P1	0.895	0.266	0.000	Valid
P2	0.886	0.266	0.000	Valid
P3	0.935	0.266	0.000	Valid
P4	0.908	0.266	0.000	Valid
P5	0.936	0.266	0.000	Valid

Source: Primary data processed by SPSS (2023)

Table 3 shows that the Training variable (P) has valid criteria for all question items with an r-count value greater than r-table and a significance value seen from Sig (2-Tailed) is less than 0.05. This shows that each question on the training variable is reliable and worthy of being proposed as research.

Performance Validity Test (K)

Table 4 Results of Performance Validity Test

Question Item Number	Calculated r value (Pearson Correlation)	Value of r table n = 59, a = 5%	Sig (2-Tailed)	Information
K1	0.847	0.266	0.000	Valid
K2	0.893	0.266	0.000	Valid
K3	0.890	0.266	0.000	Valid
K4	0.869	0.266	0.000	Valid
K5	0.925	0.266	0.000	Valid
K6	0.809	0.266	0.000	Valid
K7	0.923	0.266	0.000	Valid
K8	0.895	0.266	0.000	Valid

Source: Primary data processed by SPSS (2023)

Table 4 shows that the Performance variable (K) has valid criteria for all question items with a calculated r value greater than r table and a significance value as seen from Sig (2-Tailed)

less than 0.05. This shows that each question on the performance variable is reliable and worthy of being proposed as research.

Reliability Test Results

Reliability test was conducted to assess the consistency of the research instrument. A research instrument can be said to be reliable if the Cronbach Alpha value is above 0.70. Table 4 shows the results of the reliability test for the research variables used in this study.

Table 5 Reliability Test Results

Variable	Cronbach's Alpha	Information
Leadership Style	0.928	Reliable
Work Discipline	0.946	Reliable
Work training Employee	0.948	Reliable
performance	0.957	Reliable

Source: Primary data processed by SPSS (2023)

Table 5 shows the value of Cronbach's alpha on the leadership style variable of 0.928, work discipline of 0.946, training of 0.948, and employee performance of 0.957. Thus, it can be concluded that the statements in this questionnaire are reliable because they have a Cronbach's alpha value of more than 0.70. This shows that each item of statement used will be able to obtain consistent data, which means that if the statement is submitted again, an answer that is relatively the same as the previous answer will be obtained.

Normality Test Results

The normality test is used to test whether in a regression model, the dependent variable and independent variable or both have a normal distribution or not. A good regression model is the data distribution is normal or close to normal.

Table 6 Normality Test Results Using the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		59
Normal Parameters, b	Means	0.0000000
	std. Deviation	2.10281558
Most Extreme Differences	absolute	0.107
	Positive	0.107
	Negative	-0.107
Test Statistics		0.107
asymp. Sig. (2-tailed)		,090c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Source: Processed primary data

In table 6 the next test used is the Kolmogorov-Smirnov test, the asymp output results are obtained. sig. (2-tailed) of 0.090 or far above 0.05 indicates that the data is normally distributed.

Multicollinearity Test Results

To detect the existence of a multico problem, it can be done by looking at the Tolerance and Variance Inflation Factor (VIF) values and the magnitude of the correlation between the independent variables. Table 7 shows the results of the multicollinearity test in this study.

Table 7 Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Betas	t	Sig.	Collinearity Statistics	
	B	Error std.				tolerance	VIF
(Constant)	6,324	1,850		3,418	0.001		
Leadership Style	0.098	0.107	0.101	0.911	0.366	0.282	3,544
Work Discipline	0.692	0.120	0.765	5,769	0.000	0.196	5,094
Work training	0.073	0.131	0.058	0.560	0.578	0.317	3.155

a. Dependent Variable:
Employee Performance

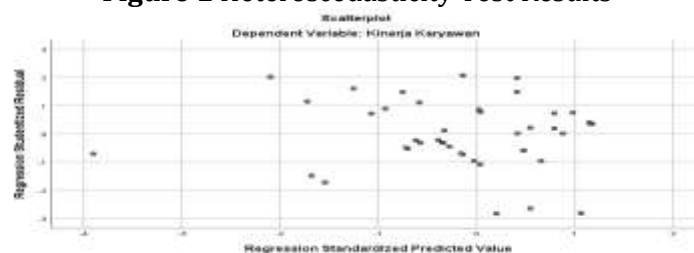
Source: Primary data processed by SPSS (2023)

Based on table 7 above, it can be seen that the tolerance value is greater than 0.10 and the variance inflation factor (VIF) value is less than 10 for each variable, which is indicated by the leadership style tolerance value of 0.282, work discipline of 0.196, and training of 0.317. In addition, the VIF score for Leadership Style is 3,544, work discipline is 5,094, and training is 3,155. A regression model is said to be free from multico problems if it has a VIF value of less than 10. Thus, it can be concluded that the regression equation model does not have multico problems and can be used in this study.

Heteroscedasticity Test Results

The heteroscedasticity test was carried out to test whether in a regression model, there is an unequal variance of the residuals from one observation to another. Detection of the presence or absence of heteroscedasticity is carried out by looking for the presence or absence of a certain pattern on the scatterplot graph between SRESID and ZPRED, which is shown in Figure 1.

Figure 1 Heteroscedasticity Test Results



Source: Primary data processed by SPSS (2023)

Based on figure 1, the scatterplot graph shows that the data is spread above and below the number 0 (zero) on the Y axis and there is no clear pattern in the distribution of the data. This means that there is no heteroscedasticity in the regression equation model, so that the regression model is feasible to use to predict employee performance based on the variables that influence it, namely leadership style, work discipline, and training.

Hypothesis Test Results

a. Statistical Test Results t

The results of the t statistical test can be seen in table 8, if the probability t value is less than 0.05 then Ha is accepted and H0 is rejected, whereas if the probability t value is greater than 0.05 then H0 is accepted and Ha is rejected(Ghozali, 2011).

Table 8 Statistical Test Results t

		Coefficients ^a		Standardized		
		Unstandardized		Coefficient		
		Coefficients		s		
Model		B	std. Error	Betas	t	Sig.
1	(Constant)	6,324	1,850		3,418	,001
	Leadership Style	,098	,107	,101	,911	,366
	Work Discipline	,692	,120	,765	5,769	,000
	Work training	,073	,131	.058	,560	,578

- a. Dependent Variable: Employee Performance
- b. Source: Processed primary data

Source: Primary data processed by SPSS (2023)

Based on table 8, the regression equation is obtained as follows:

$$Y = 6.324 + 0.098X_1 + 0.692X_2 + 0.073X_3 + e$$

Hypothesis 1: The Effect of Leadership Style on Performance

Ho1: There is no significant influence between leadership style variables on performance variables partially.

Ha1: There is a significant influence between leadership style variables on performance variables partially.

The results of hypothesis testing 1 can be seen in table 8, the leadership style variable has a significance level of 0.366. This indicates that it has a positive and significant effect on performance because the significance level of the leadership style variable is less than 0.05. hypothesis.

Hypothesis 2: Effect of Work Discipline on Performance

Ho2: There is no significant effect between work discipline variables on work productivity variables partially.

Ha2: There is a significant influence between work discipline variables on work productivity variables partially.

The results of hypothesis testing 2 can be seen in table 8, work discipline variable has a significance level of 0.000. This indicates that work discipline has a positive and significant effect on performance because the significance level of the work discipline variable is less than 0.05.

Hypothesis 3: Effect of training on performance

Ho3: There is no significant effect between training variables on performance variables partially.

Ha3: There is a significant influence between training variables on performance variables partially.

The results of hypothesis testing 3 can be seen in table 8, the training variable has a significance level of 0.000. This indicates that training has a positive and significant effect on performance because the significance level of the work discipline variable is less than 0.05.

Hypothesis 4: The Effect of Leadership Style, Work Discipline and Training on Performance

Ho4: There is no significant influence between the variables of leadership style, work discipline and training on performance variables simultaneously.

Ha4: There is a significant influence between the variables of leadership style, work discipline and training on performance variables simultaneously.

b. Statistical Test Results F

Simultaneous testing is carried out using the F test to determine whether all the independent variables in the model have an influence on the dependent variable being tested simultaneously. Table 4.22, below describes the results of the F statistical test.

Table. 9 Statistical Test Results F

		ANOVAa				
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1095,839	3	365,280	78,335	,000b
	residual	256,466	55	4,663		
	Total	1352,305	58			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Training, Leadership Style, Work Discipline

Source: Primary data processed by SPSS (2023)

The results of hypothesis testing 3 can be seen in table 9. The F value is 78.335 with a significance of 0.000. This means that this regression model is feasible to use. Because the significance level is less than 0.05, it can be said that leadership style, work discipline and training have a simultaneous and significant effect on employee performance.

Test Results for the Coefficient of Determination (R2)

A small R2 value means that the ability of the independent variable to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable.

Table 10 Determinant Coefficient Test Results R2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,900 ^a	,810	,800	2,159

a. Predictors: (Constant), Pelatihan Kerja, Gaya Kepemimpinan, Disiplin Kerja

Source: Primary data processed by SPSS (2023)

Table 10 shows the Adjusted R Square value of 0.800 or 80.0%, this shows that the performance variable that can be explained by the variables of leadership style, work discipline and training is 80.0%. While the remaining 0.002 or 2% of other variables or variables that are not examined by the author such as work culture, compensation, work environment etc.

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