

THE INFLUENCE OF WORK DISCIPLINE, LEADERSHIP STYLE, AND TRAINING ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

Employee performance has an important role in the progress of an organization or company. Hospitals as health service institutions require optimal employee performance in providing quality services to patients. This research aims to determine the influence of work discipline, leadership style, and training on employee performance at Linggajati Regional General Hospital (RSUD), Kuningan Regency, with job satisfaction as an intervening variable. This research is descriptive research with a quantitative approach and uses survey methods. The population in this study was 226 people. Sampling in this study used the Slovin formula, a sample of 144 people was obtained with a margin of error of 5%. The data collection method uses questionnaires. The data analysis method uses SPSS and Smart PLS-SEM applications. The results of this research show that: 1). Work discipline has a positive effect on job satisfaction, 2). Work discipline has a positive effect on employee performance, 3). Leadership style has no effect on job satisfaction, 4). Leadership style has no effect on employee performance, 5). Training has no effect on job satisfaction, 6). Training has no effect on employee performance, 7). Job satisfaction has a positive effect on employee performance, 8). Job satisfaction cannot mediate work discipline on employee performance, 9). Job satisfaction cannot mediate leadership style on employee performance, 10). Job satisfaction cannot mediate training on employee performance.

Keywords: Work discipline, leadership style, training, job satisfaction, employee performance

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INTRODUCTION

In the business world, the organizational environment is never standing still, but is always changing. This change is caused by the dynamics and competition of the ever-changing environment, and will result in a more significant transformation. Without capabilities supported by a reliable workforce, organizations will face difficulties in competition with other organizations. Hospitals were established to provide healthcare services to consumers. To achieve success, a solid foundation is needed, namely an organization that is able to strengthen and optimize the performance of its employees. In line with this, one of the crucial elements in a company is human resources. This is because humans are the most vital factor in an organization or company. The human factor as a source of competitive advantage is an indispensable part of the key elements of an organization or company.

Employee performance is an important indicator of organizational performance, therefore, it is important to constantly evaluate such achievements. The evaluation aims to maintain or improve organizational performance, it is important to maintain or even improve work performance. Linggajati Regional General Hospital, a health service institution supervised by the Regional Government of Kuningan Regency of West Java Province and located on Jl. Raya Bandorasa No.27 A, Bandorasa Wetan, Climus District, Kuningan Regency, West Java, has a staff of 226 people who are responsible for continuously improving the quality and accessibility of health services for the community, so as to achieve optimal health levels.

Employees at Linggajati Hospital are considered the most vital assets that must be considered by management. People are an element that always exists in organizations,

responsible for goal setting, innovation, and achievement of organizational goals. Human resources are the driver of creativity in every organization, and without effective human resources, it is impossible for organizations to achieve their goals. The large number of employees at Linggajati Hospital is a great potential, but continuous increase in production results requires high-quality human resources. Employees who have dedication, discipline, and professionalism tend to have better work performance. Employee professionalism includes hard work, discipline, honesty, loyalty, and dedication. To achieve high production results, company leaders must prioritize work discipline. Several factors such as job satisfaction, communication, work experience, leadership, competence, and work environment affect employee performance. However, observations show that at Linggajati Hospital, there are problems with work discipline, such as irregular attendance, delays, and early departure from work.

Based on the results of research conducted by Sari (2020) at Dustira Hospital, it has been found that work discipline contributes positively to the performance of medical record department employees. Similar findings were also conveyed in a study conducted by Julia in 2018, which confirmed that work discipline has a positive and significant impact on employee performance. According to Mangkuprawira (2007: 122), employee discipline refers to the willingness of an employee to deliberately follow the rules and regulations imposed in an organization. Discipline has an important impact on employee performance and the overall company. Therefore, it is important to view discipline as an exercise for employees to comply with company policies. The higher the level of discipline, the higher the work productivity of employees and the overall performance of the company.

According to Siagian (2004), the indication that managers provide support to employees reflects the close relationship between motivation and meeting needs arising from within employees. The implications are reflected in various individual behaviors within the organization, such as productivity levels, satisfaction levels, and other things. From this explanation, it can be concluded that motivation is a key factor that drives the achievement of employee performance. This shows the need for special attention from leaders so that employee performance can be improved and organizational goals achieved. The motivation process largely depends on the ability of the leader in influencing his subordinates to achieve organizational goals. The success or failure of an organization is largely influenced by the leadership qualities of the individuals responsible for leading the organization.

The opinion highlights the significance of the role of leadership in organizational structures, where a leader is expected to have reliable leadership skills to achieve organizational goals. A leader's skills include the ability to inspire, influence, direct, and communicate with his team members. In addition, a leader also needs to have a high level of adaptability, able to adjust leadership styles to the situation and conditions of the organization and its team members. Leadership has a huge influence in an organization, even said to be a determining factor for the success of an organization in achieving the desired goals. According to research conducted by Hadi Wijaya, Eka (2017), as many as 44.67% of employees showed high performance, while 55.33% others performed low. The majority of employees considered the Director's leadership style to be non-democratic at 52.67%. The results showed that leadership style has a significant influence on employee performance. Another study by Ratna, et al (2021), also shows that leadership style and work discipline affect employee performance, and together, these two variables simultaneously affect employee performance. According to Soekarso quoted in Kumala and Agustina (2018: 2), leadership style refers to the behavior or actions of a leader in influencing his members or followers.

Training is an integral part of employee development efforts in an organization. This training provides significant benefits, both for individual employees and for the entire organization. With the right training, employees will have the necessary skills and knowledge

to carry out their tasks more effectively. Training can also improve employee performance in carrying out existing jobs and prepare them for tasks that may arise in the future according to the field of duty they carry out in the organization. According to Dita Nur Chasanah (2021), there is a very strong correlation between training and performance. This indicates that effective training can play an important role in improving employee performance. However, the results of research conducted by Citra, Taher, and Hamidah (2015) show that the impact of training on employee performance is not significant. Similarly, in research conducted by Siti and Sri (2020), training is not considered to have an important role in influencing employee performance. So, this research will focus on employee performance issues. Factors such as work discipline, leadership style, and training at Linggajati Hospital are variables that are thought to have an impact on employee performance, so it is necessary to conduct research to determine its significance in the context of the organization. In addition, job satisfaction is also another factor that affects employee performance.

Based on the description of the background of the problem, the formulation of the problem in this study is how the influence of work discipline on job satisfaction of Linggajati Hospital employees. How does work discipline affect the performance of Linggajati Hospital employees? How the influence of leadership style on job satisfaction of Linggajati Hospital employees. How does leadership style affect the performance of Linggajati Hospital employees? How does training affect job satisfaction of Linggajati Hospital employees? How does training affect the performance of Linggajati Hospital employees? How does job satisfaction affect the performance of Linggajati Hospital employees? Whether job satisfaction can mediate the effect of work discipline on the performance of Linggajati Hospital employees. Whether job satisfaction can mediate the influence of leadership style on the performance of Linggajati Hospital employees. Whether job satisfaction can mediate the effect of training on the performance of Linggajati Hospital employees.

The purpose of this study is to answer and analyze various questions listed in the problem statement. The purpose of this study is to analyze the effect of work discipline on employee job satisfaction at Linggajati Hospital. Analyze the effect of work discipline on the performance of Linggajati Hospital employees. Analyze the influence of leadership style on job satisfaction of Linggajati Hospital employees. Analyze the influence of leadership style on the performance of Linggajati Hospital employees. Analyze the effect of training on job satisfaction of Linggajati Hospital employees. Analyze the effect of training on the performance of Linggajati Hospital employees. Analyze the effect of job satisfaction on the performance of Linggajati Hospital employees. Analyze the mediating role of job satisfaction, the influence of work discipline on the performance of Linggajati Hospital employees. Analyze the mediating role of job satisfaction, the influence of leadership style on the performance of Linggajati Hospital employees. Analyze the mediating role of job satisfaction, the effect of training on the performance of Linggajati Hospital employees.

This research hopes to provide benefits, this research is expected to make an additional contribution in the development of knowledge in the field of human resource management regarding factors that affect employee performance, especially related to discipline variables, leadership style, and training. This research can serve as a source of additional information and knowledge regarding factors that affect employee performance, especially in the context of work discipline, leadership style, and training. The results of this study can be a valuable contribution for researchers at Indonesian Hospitals to better understand and develop human resource management strategies. The results of this research are a scientific contribution to the rationale for employees of Linggajati Hospital, Kuningan Regency, and can be used as a reference for future researches.

METHOD

The research methods used are descriptive and verifiative methods with a quantitative approach. By using this method, it is expected to identify a significant relationship between the variables studied, so that conclusions can be obtained that clarify the picture of the object being studied. In this study, a verifiative descriptive method was used with a quantitative approach. This method is a type of research that describes phenomena by collecting numerical data which is then analyzed using mathematical methods, especially statistics (Creswell, 2018). Quantitative research methods are often referred to as traditional, positivistic, scientific, and discovery methods.

In this study, the data source used is the primary data source, which is obtained directly from the source without intermediaries. Data is collected specifically to answer research questions according to the needs of researchers. The data collection method used a questionnaire with Likert scale. The number of roles for each indicator is 2 questions. The answer options provided are as follows: (1) 5 = Strongly Agree (SS); (2) 4 = Agree(S); (3) 3 = Neutral (N); (4) 2 = Disagree (TS); (5) 1 = Strongly Disagree (STS).

This research was conducted at Linggajati Hospital, located on Jl. Raya Bandorasa No.27 A, Bandorasa Wetan, Climus District, Kuningan Regency, West Java. The study was conducted in March 2023. The population of medical personnel in the Linggajati Regional General Hospital of Kuningan Regency itself amounts to 226 people. The sampling technique itself, the author uses the Slovin formula. The slovin formula according to Sugiyono (2017) is a formula used to find the sample size that is considered capable of representing the entire population. It is known that the total number of medical patients is 226 people, so using the Slovin formula with a margin of error of 5% or (0.05) with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

Remarks :
 n : Population sought
 N : Total population
 e : Margin error

$$n = (226) / ((1 + 226 \times 0.05^2))$$

$$n = (226) / 1.565$$

$$n = 144$$

From the calculations above, it is known that the sampling to be carried out in this study is as many as 144 people. Proportionally it can be seen in the following table:

Table 1. Number of Sampling

No	TYPES OF ENERGY	ASN	THL
1	General practitioner	7	-
2	Dentist	2	-
3	Radiologist	1	-
4	Internal medicine specialist	-	-
5	Obstetrician and gynecologist	-	-
6	Pediatrician	-	-
7	Surgeon	-	-

8	Anesthesiologist	-	-
9	Clinical pathologist	-	-
10	Neurologist	-	-
11	Pulmonary medicine specialist	-	-
12	Nurse	45	13
13	Midwife	28	9
14	Pharmacist	-	5
15	Assistant pharmacist	-	14
16	Radiographer	-	7
17	Laboratory	3	6
18	Medical records	-	1
19	Medical engineering	-	1
20	Environmental health	-	2
Total		86	58

Of the 144 samples taken to conduct the study, 86 had ASN status and 58 had THL status.

The data analysis method used in this study is quantitative data analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. PLS is not only useful for testing the fit of theories, but also for revealing whether there is a relationship between latent variables. PLS is able to analyze constructs formed by reflective and formative indicators (Suparyanto & Rosad, 2015). The data analysis process for modeling structural equations is carried out using Smart-PLS software, with the following steps:

1. Measurement Model Analysis (Outer Model)

The outer model is used to evaluate the validity and reliability of the model. The validity test is carried out to assess the extent to which the research instrument is able to measure what should actually be measured (Haryono, 2017).

2. Structural Model Analysis (Inner Model)

It is a structural model that is utilized to forecast cause-and-effect relationships between latent variables or variables that cannot be measured directly. The inner model, sometimes referred to as the inner relation, structural model, or substantive theory, describes the causality between latent variables based on the underlying theory. The inner model is assessed using the R-square for the dependent construct or endogenous latent variable. PLS evaluation is emphasized on the R-square for each dependent latent variable. Changes in R-square values are used to evaluate the substantive impact of a particular independent variable on the dependent latent variable (Ghozali, 2016).

3. Hypothesis Testing

Ghozali (2016) states that the hypothesis test or t test basically shows how much impact one independent variable has individually in explaining the variation of the dependent variable. This test was performed using a significance level of 0.05 ($\alpha = 5\%$).

RESULTS AND DISCUSSION

A. The Effect of Work Discipline on Job Satisfaction

The significance value of the effect of work discipline variables on job satisfaction is 0.000 with the original sample marked positive. Because the p value obtained < 0.05 and

the original sample was marked positive, H_0 was rejected and H_a was accepted. It can be concluded that work discipline has a significant positive effect on job satisfaction. The higher the employee's work discipline, the employee's job satisfaction increases. Work discipline is an essential aspect for every employee, because it plays a role in shaping the personality of employees to always show good performance. This finding is in line with research conducted by Supriyadi (2017), which found that work discipline has a positive and significant impact on job satisfaction. Another study by Putu Arya Gunawan and Komang Krisna Heryanda (2021) also confirmed that work discipline significantly affects job satisfaction.

B. The Effect of Work Discipline on Employee Performance

The significance value of the effect of work discipline variables on employee performance is 0.000 with the original sample marked positive. Because the p value obtained < 0.05 and the original sample was marked positive, H_0 was rejected and H_a was accepted. It can be concluded that work discipline has a significant positive effect on employee performance. The higher the work discipline, the higher the performance of employees. These results are in line with research conducted by Avian Ratna Puri and Rokiah Kusumadipradja (2018) which shows the results of research that work discipline has a significant positive effect on employee performance. The results of the same study were also shown by Kirana Vallennia et al (2020), showing that work discipline has a significant positive effect on employee performance.

C. The Influence of Leadership Style on Job Satisfaction

The significance value of the influence of leadership style variables on job satisfaction is $0.237 > 0.05$ with the original sample marked positive, then H_0 is accepted and H_a is rejected. It can be concluded that leadership style has no effect on job satisfaction. This shows that the high leadership style factor owned at Linggajati Hospital, Kuningan Regency does not affect employee performance. Because there are other variables that are more dominant in influencing employee performance. This result is in line with research conducted by Intan Purnama et al, (2019) states that leadership style has no effect on job satisfaction.

D. The Influence of Leadership Style on Employee Performance

The significance value of the influence of leadership style variables on job satisfaction is $0.107 > 0.05$ with the original sample marked negative, then H_0 is accepted and H_a is rejected. It can be concluded that leadership style has no effect on employee performance. This means that the high or low level of leadership style will not cause changes in the performance of Linggajati Hospital employees in Kuningan Regency. Research was also conducted by Nuning Nurna Dewi (2019) stating that leadership style has no effect on employee performance.

E. The Effect of Training on Job Satisfaction

The significance value of the effect of training variables on job satisfaction is $0.534 > 0.05$ with the original sample marked positive, then H_0 is accepted and H_a is rejected. It can be concluded that training has no effect on job satisfaction. This also shows that the training conducted does not affect the level of job satisfaction of Linggajati Hospital employees, Kuningan Regency. This result is in line with research conducted by Priyanto (2018) which shows that training has no effect on job satisfaction.

F. The Effect of Training on Employee Performance

The significance value of the effect of training variables on employee performance is 0.018 with the original sample marked negative. Because the p value obtained < 0.05 and the original sample marked positive, H_0 was accepted and H_a was rejected. It can be concluded that training has a significant positive effect on employee performance. This means that the higher the level of training effectiveness, the higher the performance of employees. This result is in line with research conducted by Indra Marjaya (2019), which shows that training has a positive and significant effect on employee performance. According to Ivancevich (2008: 45) training is a systematic process to change the work behavior of a person or group of employees in an effort to improve performance.

G. The Effect of Job Satisfaction on Employee Performance

The significance value of the effect of job satisfaction variables on employee performance is 0.058 with the original sample marked positive. Because the p value obtained > 0.05 and the original sample marked positive, H_0 was accepted and H_a was rejected. It can be concluded that job satisfaction does not affect employee performance. The same results were also shown by Annisa et al (2017), who stated that job satisfaction did not affect employee performance.

H. The Role of Job Satisfaction Mediating the Effect of Work Discipline on Employee Performance

The significant value of the indirect influence of work discipline on employee performance through job satisfaction is 0.058. Because the p value obtained > 0.05 , H_0 is accepted and H_a is rejected. It can be concluded that job satisfaction cannot mediate the influence of work discipline variables on employee performance. Job satisfaction cannot mediate the influence of work discipline on employee performance because there are other more dominant influences that affect performance. This means, through the variable of job satisfaction as a mediating variable, the influence of work discipline on employee performance remains influential. This result is in line with research conducted by Fahmi Susanti and Siti Aesah (2022), showing that job satisfaction cannot mediate work discipline variables on employee performance.

I. The Role of Job Satisfaction Mediating the Influence of Leadership Style on Employee Performance

The significant value of the indirect influence of leadership style on employee performance through job satisfaction is 0.403. Because the p value obtained > 0.05 , H_0 is accepted and H_a is rejected. It can be concluded that job satisfaction cannot mediate the influence of leadership style variables on employee performance. Job satisfaction is not able to mediate the influence of leadership style on employee performance because there are other more dominant influences that affect performance. This means, through the variable of job satisfaction as a mediating variable, the influence of leadership style on employee performance does not have a significant effect. In line with research, Muhammad Hatta and Musnadi (2017) concluded that job satisfaction cannot mediate the influence of leadership style on employee performance. In this study, results were obtained that showed that job satisfaction could not act as a mediating variable of the influence of leadership style on employee performance.

J. The Role of Job Satisfaction Mediating the Effect of Training on Employee Performance

The significant value of the indirect effect of training on employee performance through job satisfaction is 0.604. Because the p value obtained > 0.05 , H_0 is accepted and H_a is rejected. It can be concluded that job satisfaction cannot mediate the effect of training variables on employee performance. Job satisfaction is not able to mediate the effect of training on employee performance because there are other more dominant influences that affect performance. This means, through the variable of job satisfaction as a mediating variable, the effect of training on employee performance does not have a significant effect. This result is in line with research by Leoni Bunga Ismailia et al (2023), concluding that job satisfaction does not mediate training on employee performance. In this study, results were obtained that showed that job satisfaction could not act as a mediating variable of the effect of training on employee performance.

CONCLUSION

Some conclusions obtained from the results of this study are that work discipline has a significant positive effect on job satisfaction. The higher the employee's work discipline, the employee job satisfaction will increase. Work discipline has a significant positive effect on employee performance. The higher the employee's work discipline, the higher the employee's performance. Leadership style has no effect on job satisfaction. It can be concluded that the leadership style factor at Linggajati Hospital does not affect employee job satisfaction. Leadership style has no effect on employee performance. It can be concluded that whether employees like or not in leadership style does not affect employee performance. Training has no effect on job satisfaction. It can be concluded that the training carried out does not affect employee job satisfaction. Training has a significant positive effect on employee performance. The higher the level of training effectiveness, the more employee performance increases. Job satisfaction has no effect on employee performance. It can be concluded that the satisfaction obtained by employees does not affect employee performance.

Job satisfaction cannot mediate the effect of work discipline on employee performance. It can be concluded that the level of employee job satisfaction is not able to mediate leadership style on employee performance. High job satisfaction does not necessarily act as a mediating variable (intervening) the influence of work discipline on employee performance. Job satisfaction cannot mediate the influence of leadership style on employee performance. It can be concluded that the level of employee job satisfaction is not able to mediate leadership style on employee performance. High job satisfaction does not necessarily act as an intervening variable of the influence of leadership style on employee performance. Job satisfaction cannot mediate the effect of training on employee performance. It can be concluded that the level of employee job satisfaction is not able to mediate training on employee performance. High job satisfaction does not necessarily act as a mediating variable (intervening) the effect of training on employee performance.

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