



BUILDING EMPLOYEE PERFORMANCE THROUGH LEADERSHIP, TRAINING, WORK DISCIPLINE AND JOB SATISFACTION

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Abstract: This study aims to analyze and prove the influence of leadership, training, work discipline and job satisfaction on employee performance. The research method used is descriptive quantitative method, causal approach and explanatory survey with sample size of 316 respondents. Analysis method used Structural Equation Modeling (SEM). The results showed that partially the leadership and training have positive and significant influence on job satisfaction, meanwhile work discipline has positive influence but not significant on toward job satisfaction. The result of first structural equation indicates that simultaneously leadership, training and work discipline have positive and significant influence on job satisfaction with a contribution (R-square value) of 70%. The most dominant variable that affects job satisfaction is leadership. The result of second structural equation either partially or simultaneously leadership, training, work discipline and job satisfaction have positive and significant influence on employee performance with a contribution (R-square value) of 83%. The most dominant variable that affects employee performance is job satisfaction. The result had also shown that job satisfaction is a partial mediating of leadership, training, and work discipline on employee performance.

Keywords: Leadership, Training, Work Discipline, Job Satisfaction, Employee Performance

INTRODUCTION

In the era of globalization, information technology, communication and digitalization which are rapidly increasing, demand that business organizations especially banks, have a competitive advantage in order to survive the increasingly fierce competition in financial institutions. The competitiveness and resilience of the organization can only be increased if it is willing to adapt to environmental developments, make changes and strengthen the quality of human resource management. The achievement of Bank CIMB Niaga's employee performance within a period of 5 years from 2015 to 2019 which includes the components of an employee performance perspective on average below 80%, this indicates that the performance of Bank CIMB Niaga's employees is still not optimal and not satisfactory. And based on a preliminary survey of 30 employees at Bank CIMB Niaga's staff level by submitting 10 statements, it showed that the respondents' assessment of the performance of

Bank CIMB Niaga employees is an average of 89.2 or an index score of 59.47%, meaning that they fall into the category of disagreeing, this indicates that the performance of Bank CIMB Niaga's employees has not been optimal.

Leadership is one of the keys to achieving company goals where effective leadership can enable employee direction in an effort to achieve organizational goals, hence leadership can affect employee performance (Jeffrey and Dantes, 2017). This is in line with the research results of Fathia et al. (2018), Akbar (2017), Afidah (2017), Roeleejanto et al. (2015), Widayanti et al. (2018), Muhdar et al. (2015) which showed that leadership has an influence on employee performance. However, there is a research gap with the results of research by Abadi and Renwarin (2017), Waleed and Fais (2016), Shahab and Nisa (2014) which showed that leadership has no significant effect on employee performance. By participating in comprehensive training according to their needs, it is expected that employees will be more motivated and able to work to improve their performance (Sultana et al (2012). This is supported and in line with the research results of Farooq and Khan (2011), Athar (2015), Afroz (2018) , Sherwani and Mohammed (2015), Anitha and Kumar (2016), Motlokoa et al. (2018), Tho'in (2018), Thaief et al. (2015) which showed that job training has a significant effect on employee performance. On the other side, it was found that there was a research gap, different results were obtained from the research of Shafiq and Hamza (2017) and Laksmiana et al. (2015) which showed that training had no significant effect on employee performance. Work discipline is a form of employee compliance in enforcing regulations. organization. With high work discipline, it will produce good work as expected by the company, in other words, employees who have work discipline good means will have a good performance (Fathia et al, 2018). This is supported by the research results of Cedaryana et al. (2018), Roeleejanto et al (2015), Afidah (2017), Oslan and Muelyono (2015), Sudarsih & Supriyadi (2019), Hidayat (2017), Izudin et al. (2018) which showed that work discipline has a significant effect on employee performance. However, it was found that there was a research gap with different results obtained from the research of Paoki et al. (2017) and Sardjana (2018) which showed that work discipline has no significant effect on employee performance. Job satisfaction is a pleasant emotional state caused by an assessment of one's work or work experience. It represents how the employee feels about the job and what is being thought about the job. Therefore, employee job satisfaction will affect employee performance (Ndulue et al., 2016). This is in line with the results of research by Oslan and Muelyono (2015), Cedaryana et al. (2018), Sarker (2017), Muntazeri and Indrayanto (2018), Widayanti et al. (2018), Dewi et al. (2019), Rachman (2017) which showed job satisfaction has a significant effect on employee performance. However, different results indicating a research gap resulted from the research of Purwadi et al. (2020) and Arifin et al. (2018) which showed that job satisfaction has no significant effect on employee performance.

Based on the background and identification of the problems stated above, the formulation of the problem in this study are : 1) Is there any influence of leadership on job satisfaction at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 2) Is there any influence of training on job satisfaction at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 3) Is there any influence of work discipline on job satisfaction at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 4) Is there any influence of leadership,

training, and work discipline simultaneously on job satisfaction at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 5) Is there any influence of leadership on employee performance at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 6) Is there any influence of training on employee performance at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 7) Is there any influence of work discipline on employee performance at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 8) Is there any influence of job satisfaction on employee performance at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ? 9) Is there any influence of leadership, training, work discipline, and job satisfaction simultaneously on employee performance at PT. Bank CIMB Niaga Tbk on Working Units in DKI Jakarta ?

LITERATURE REVIEW

Employee Performance

According to **Colquitt et al. (2015)** job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Meanwhile **Gibson et al. (2012)** argued that job performance is the outcomes of jobs that relate to the purposes of the organization such as quality, efficiency, and other criteria of effectiveness. According to **Mathis and Jackson (2011)** dimensions of employee performance consisting of : 1) Quantity of work, 2) Quality of work, 3) Timeliness of work, 4) Attendance, 5) Ability to work together. **Colquitt et al. (2015)** stated that the dimensions of job performance consisting of : 1) work performance results (task performance), 2) loyalty behavior (citizenship behavior) and 3) counter productive behavior. From the theoretical description above, it can be synthesized that employee performance is the result of work that includes the quantity and quality of work as well as work behavior achieved by employees in an organization in accordance with the duties, roles, functions, authorities and responsibilities given within a certain period guided by the following: company provisions in an effort to achieve the company's organizational goals legally, not violating the law and in accordance with morals and ethics.

Job Satisfaction

According to **Robbins and Judge (2017)** job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. **Luthans (2011)** provided comprehensive definition which states that job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. Job satisfaction includes cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. The dimensions of job satisfaction from **Luthans (2011)** include: 1) The work itself, 2) Pay, 3) Promotion opportunities, 4) Supervision, 5) Coworkers. From the theoretical description above, it can be synthesized that basically job satisfaction is the level of feelings, attitudes, behavior and perceptions of employees as a positive assessment of various aspects contained in the work and the work environment.

Leadership

According to **Yukl (2017)** leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. **Northouse (2016)** stated the definition of leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Based on **Northouse's view (2016)** the dimensions of leadership according to the function and role of leadership include 3 things: 1) Establishing Direction (determining direction, visionary), 2) Aligning People (unifying people, responsive), 3) Motivating and Inspiring. From the theoretical description above, it can be synthesized that leadership is the ability to influence, motivate, encourage, inspire a group of people who have the same needs and goals and direct them to be willing to carry out work activities in accordance with their direction and support their efforts, commitment and contribution to the achievement of the goals that have been set together.

Training

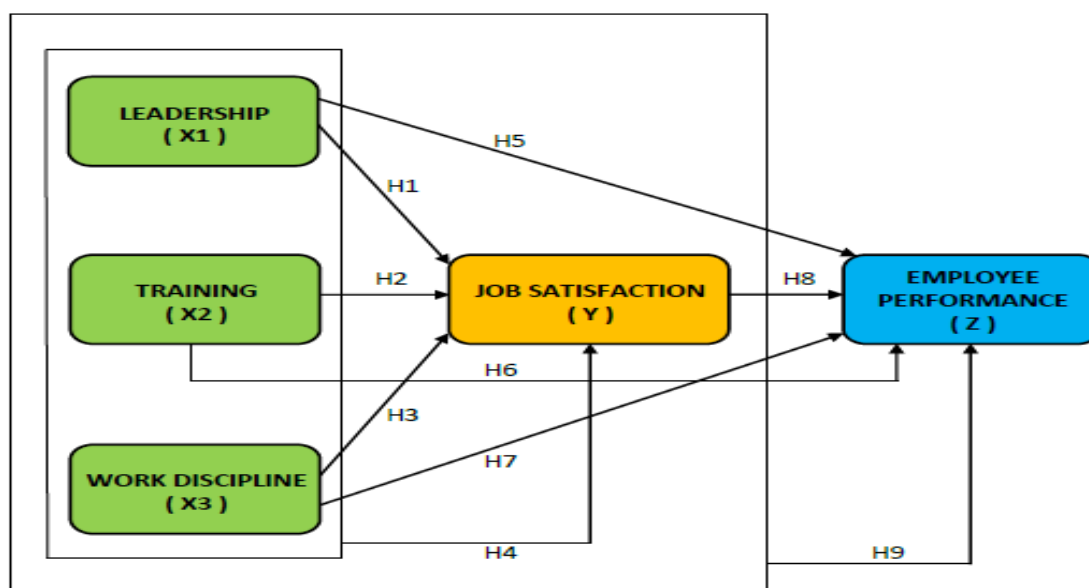
Dessler (2017) provided a definition of training is the process of teaching new or current employees the basic skills they need to perform their jobs. According to **Byars and Rue (2011)** training is learning process that involves the acquisition of knowledge, skills, and abilities (KSA) necessary to successfully perform a job. **Bateman and Snell (2014)** suggested the dimensions of training according to the required training process, consist of: 1) Assessment of training needs, 2) Design of training programs and materials, 4) Training methods, 5) Evaluation of the effectiveness of training programs. From the theoretical description and opinion above, it can be synthesized that training is a process of activities carried out in a planned, systematic, integrated and structured manner which aims to improve and enhance the abilities, knowledge, skills, attitudes and behavior of employees that are important for the success of employees in carrying out their work and in order to achieve company goals.

Work Discipline

Mondy and Martocchio (2016) defined work discipline is state of employee self-control and orderly conduct that indicates the extent of genuine teamwork within an organization. **Griffin and Moorhead (2014)** suggested that work discipline is obedience, application, energy, behavior, agreement between firm and individual. **Newstrom (2011)** expressed his views on the dimensions of work discipline, consist of : 1) Corrective discipline and 2) Preventive discipline. Meanwhile the approach to the dimensions of work discipline based on the view of **Ivancevich and Konopaske (2013)** there are 3 (three) concepts in the implementation of discipline, namely: 1) Hot stove rules, 2) Progressive discipline and 3) Positive discipline. From the theoretical description above, it can be synthesized that work discipline is the behavior and attitude of awareness, willingness of employees to comply with standards of behavior, code of ethics, policies and procedures of work regulations set by the company organization as well as social norms that applies in the surrounding environment which if violated will be punished.

Research Framework

In connection to the research objectives, literature review and previous research, the conceptual framework model in this study is presented in the form of Figure 1 below :



Source : Processing and developing by the author

Figure 1. Conceptual Framework Model

Research Hypothesis

Based on the literature reviewed and the design of the research model, the following hypothesis were formulated :

H1, H2, H3 : Leadership, training and work discipline partially has significant influence on job satisfaction.

H4 : Leadership, training and work discipline simultaneously have significant influence on job satisfaction.

H5, H6, H7, H8 : Leadership, training, work discipline and job satisfaction partially has significant influence on employee performance.

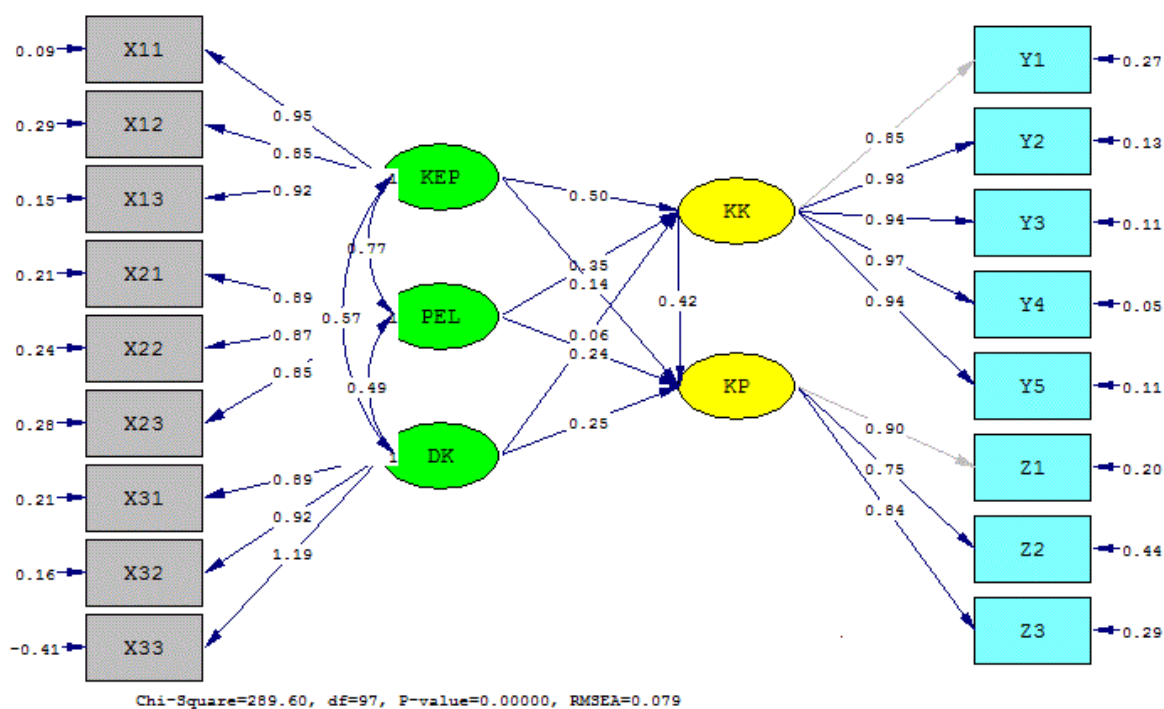
H9 : Leadership, training, work discipline and job satisfaction simultaneously have significant influence on employee performance.

RESEARCH METHOD

The research method used is quantitative and descriptive method with survey approach. Meanwhile in relation to level of explanation, this research is included in the causal associative method, which is a method for testing hypotheses about the causal relationship between one variable and another (Suliyanto, 2018). The research population as research subjects amounted to 1,483 consisting of staff level employees who have worked a minimum of 5 years in working units at PT. Bank CIMB Niaga Tbk in DKI Jakarta. Determination of the sample using the Slovin formula as many as 316 respondents based on purposive sampling technique. Data collection techniques using questionnaires and data analysis techniques using Structural Equation Modeling (SEM).

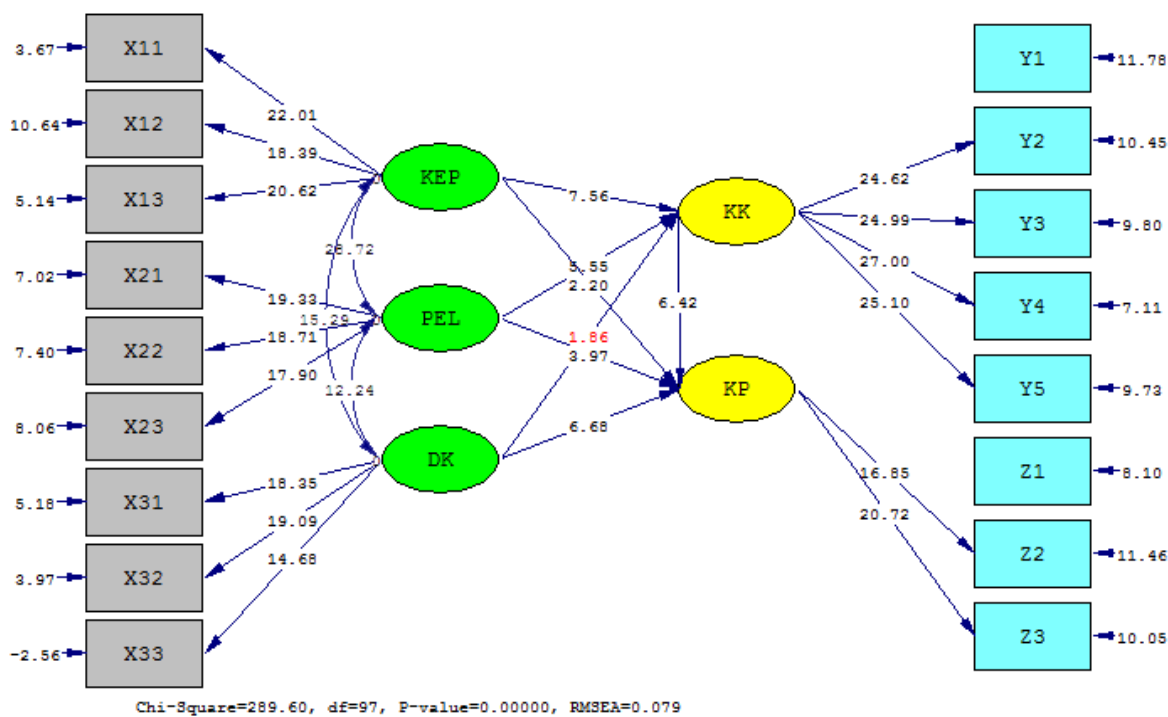
FINDINGS AND DISCUSSION

Based on the results of the hybrid model (*full model*) with Confirmatory Factor Analysis of each dimension on each variable is as shown in Figure 2 and Figure 3 below:



Source: Output result by Lisrel 8.8

Figure 2. Hybrid Model Diagram (Standardized)



Source: Output result by Lisrel 8.8

Figure 3. Hybrid Model Diagram (t-value)

In relation to the structural model analysis, the results of structural equations 1 and 2 are as follows :

Table 1. First Structural Equation Model - Job Satisfaction

$$KK = 0.50*KEP + 0.35*PEL + 0.06*DK, \text{ Errorvar.} = 0.30, R^2 = 0.70$$

Source : Output result by Lisrel 8.8

Table 2. Second Structural Equation Model – Employee Performance

$$KP = 0.42*KK + 0.14*KEP + 0.24*PEL + 0.25*DK, \text{ Errorvar.} = 0.17, R^2 = 0.83$$

Source : Output result by Lisrel 8.8

The Influence of Leadership on Job Satisfaction

The result of hypothesis testing showed that t count value is greater than the t-table value ($7.56 > 1.96$) and the path coefficient of the leadership variable on job satisfaction is 0.50. The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved leadership has positive and significant influence on job satisfaction. This reflects that if the leadership has increased more effective hence job satisfaction will also increase, and vice versa. The results of this study support and are in line with the previous research conducted by Tsai (2011), Darko and Darko (2015), Bachri and Yunus (2013), Mosadeghrad and Ferdosi (2013) Novia et al. (2021), Suratno et al. (2021), Ahmed et al. (2019), Nanda and Namora (2020), and Hayuningsih et al. (2021) which showed leadership has positive and significant influence on job satisfaction, which means that with effective leadership there will be mutual exchange of suggestions between leaders and subordinates, mutual opinion and mutual support so as to create comfort in work so can increase on job satisfaction.

The Influence of Training on Job Satisfaction

The results of hypothesis testing showed that t count value is greater than the value of t-table ($5.55 > 1.96$) and the path coefficient of the training variable on job satisfaction is 0.35. The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved training has positive and significant influence on job satisfaction. This reflects if training has increased hence job satisfaction will also increase. This finding supports and strengthens the results of the research conducted by Khan et al. (2016), Balozi and Abdullah (2014), Faisal et al. (2019), Muntazeri and Indrayanto (2018), Adesola et al. (2013), Anwar and Shukur (2015), Nanda and Namora (2020) which stated training has positive and significant influence on job satisfaction, meaning that the training attended by employees created job satisfaction for employees who take part in the training because employees got the skills, abilities and knowledge according to his needs to carry out his work.

The Influence of Work Discipline on Job Satisfaction

The result of hypothesis testing showed that t count value is smaller than the t-table value ($1.86 < 1.96$) and the path coefficient of the work discipline variable on job satisfaction

is 0.06. The statistical conclusion is that H_0 is accepted and H_a is rejected, meaning that it proved work discipline has positive but not significant effect on job satisfaction. This showed that the increase or the higher the employee's work discipline is not able to significantly increase job satisfaction. This finding contradicted and this is not in line with the previous research conducted by Cedaryana et al. (2018), Demak and Pangemanan (2014), Bachri and Yunus (2013), Faisal et al. (2019), Sembiring and Madiistriyatno (2018), Ariyani and Febriyanto (2021), Sudarsih and Supriyadi (2019), Hayuningsih et al. (2021) which stated work discipline has significant effect on job satisfaction.

The Influence of Leadership, Training, and Work Discipline Simultaneously on Job Satisfaction

The result of hypothesis testing showed the F count value is greater than F-table value ($231.35 > 2.65$). The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved leadership, training, and work discipline simultaneously have positive and significant influence on job satisfaction with contribution of 70% which is indicated by the coefficient of determination (R^2) of 0.70, while the remaining of 30% is influenced by other variables outside the research model. The most dominant variable that reflected job satisfaction at PT. Bank CIMB Niaga Tbk on work units in DKI Jakarta is the leadership variable with the highest path coefficient of 0.50. The result of this study complement the results of research conducted by Bachri and Yunus (2013) which showed that the variables of leadership, work discipline and motivation simultaneously had positive and significant effect on job satisfaction, the research by Faisal et al. (2019) which stated that the variables of training, work discipline and motivation simultaneously had positive and significant effect on job satisfaction, the research of Nanda and Namora (2020) which concluded that leadership, training and work communication had positive and significant effect on job satisfaction.

The Influence of Leadership on Employee Performance

The results of hypothesis testing showed that t count value is greater than the t-table value ($2.20 > 1.96$) and the path coefficient of the leadership variable on employee performance is 0.14. The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved leadership has positive and significant influence on employee performance. This reflects if leadership has increased more effective hence employees performance will also increase. The results of this study supported and this is in line with the results of previous research by Jeffrey and Dantes (2017), Akbar (2017), Fathia et al. (2018), Afidah (2017), Roeleejanto et al. (2015), Noviarita et al. (2021), Suratno et al. (2021), Widayanti et al. (2018), Muhdar et al. (2015), Putri et al. (2021), Novia et al. (2021), and Putra et al. (2021) which showed leadership has positive and significant influence on employee performance, meaning that without effective leadership, work activities are not carried out properly so that it brings unsatisfactory results and is not in accordance with expectations which has an impact on decreasing employee performance.

The Influence of Training on Employee Performance

The results of hypothesis testing showed that t count value is greater than the t-table value ($3.97 > 1.96$) and the path coefficient of the training variable on employee performance

is 0.24. The statistical conclusion is that H_0 is rejected and H_a is accepted, which means that it proved training has positive and significant influence on employee performance. This indicates if the training has increased hence the employee performance will also increase. This finding supported and this is in line with the previous research conducted by Sultana et al. (2012), Farooq and Khan (2011), Afroz (2018), Athar et al. (2015), Sherwani and Mohammed (2015), Anitha and Kumar (2016), Motlokoa et al. (2018), Tho'in (2018), and Thaief et al. (2015) which showed that job training had significant effect on employee performance. So if employees got the training, they will be able to do a better job which encouraged to increase job performance.

The Influence of Work discipline on Employee Performance

The results of hypothesis testing showed that t count value is greater than the t-table value ($6.68 > 1.96$) and the path coefficient of work discipline variable on employee performance is 0.25. The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved work discipline has positive and significant influence on employee performance. This indicates if work discipline has increased hence employee performance will also increase. This finding is in line with the results of previous research conducted by Fathia et al. (2018), Cedaryana et al. (2018), Afidah (2017), Roeleejanto et al (2015), Sembiring and Madiistriyatno (2018), Noviarita et al. (2021), Pernanda et al. (2021), Sudarsih and Supriyadi (2019), Hidayat (2017) which showed that work discipline has positive and significant effect on employee performance, meaning that with high work discipline, employees feel responsible for their work and will be able to produce good work as expected hence work discipline is an important element in building employee performance in the organization.

The Influence of Job Satisfaction on Employee Performance

The results of hypothesis testing showed that t count value is greater than the t-table value ($6.42 > 1.96$) and the path coefficient of job satisfaction variable on employee performance is 0.42. The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved job satisfaction has a positive and significant influence on employee performance. This reflects if job satisfaction increase hence employee performance will also increase. The results of this study are in line with and strengthen the results of previous research of Ndulue et al. (2016), Widodo (2014), Oslan and Muelyono (2015), Sarker (2017), Izudin et al. (2018), Cik et al. (2021), Muntazeri and Indrayanto (2018), Widayanti et al. (2018), Dewi et al. (2019), and Rachman (2017) stated job satisfaction has positive and significant effect on employee performance. This means that higher job satisfaction shown by employees can affect to increase employee performance meanwhile employee dissatisfaction will have an impact on decreasing performance.

The Influence of Leadership, Training, Work Discipline, and Job Satisfaction Simultaneously on Employee Performance

The results of hypothesis testing showed that F count value is greater than F-table value ($123.50 > 2.41$). The statistical conclusion is that H_0 is rejected and H_a is accepted, meaning that it proved that leadership, training, work discipline and job satisfaction

simultaneously have positive and significant influence on employee performance with joint contribution of 83% as indicated by the coefficient of determination (R^2) of 0.83, meanwhile the remaining of 17% is influenced by other variables outside the research model. The most dominant variable that reflects the employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta is the job satisfaction variable with the highest path coefficient on 0.42. The results of this study complement several previous research results, such as the research conducted by Wiratama and Sintaasih (2013) and Afidah (2017) showed that leadership, training, and work discipline simultaneously affect employee performance, meaning effective leadership with good direction and communication between leaders and subordinates, supported by training with materials and methods that are in accordance with the skills needed by employees and strong work discipline by complying with company regulations and procedures can contribute to improving employee performance. Meanwhile, the results of research by Sembiring and Madiistriyatno (2018) stated that leadership, organizational culture, work discipline and job satisfaction simultaneously had significant effect on employee performance. And the research results of Oslan and Mueyono (2015) showed that work discipline, leadership style and job satisfaction simultaneously had significant influence on employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusions from the results of research and discussion are as follows :

1. Partially leadership proved to has positive and significant influence on job satisfaction at PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that the more effective leadership will be able to increase job satisfaction.
2. Partially the training proved to has positive and significant effect on job satisfaction at PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that increasing training will be able to increase job satisfaction.
3. Partially work discipline proved to has positive but not significant influence on job satisfaction at PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that the higher the employee's work discipline is not able to increase job satisfaction significantly.
4. Simultaneously leadership, training, and work discipline proved to have positive and significant influence on job satisfaction at PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta with a coefficient of determination (R^2) of 70%, it shows that 70% of job satisfaction can be explained jointly by leadership, training, and work discipline. The most dominant variable that affects job satisfaction is leadership.
5. Partially leadership proved to has positive and significant influence on employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that the more effective leadership will be able to improve employee performance.
6. Partially training proved to has positive and significant influence on employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that increasing training will be able to improve employee performance.

7. Partially work discipline proved to has positive and significant influence on employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows that increasing work discipline will be able to improve employee performance.
8. Partially job satisfaction proved to has positive and significant influence on employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta. It shows increasing job satisfaction will be able to improve employee performance.
9. Simultaneously leadership, training, work discipline, and job satisfaction proved to have positive and significant influence on employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta, with coefficient of determination (R^2) of 83%, it shows 83% of employee performance can be explained jointly by leadership, training, work discipline, and job satisfaction. The most dominant variable that affects employee performance is job satisfaction.
10. An important finding from this study is job satisfaction variable as a partial mediating variable in mediating leadership, training, and work discipline variables in improving employee performance of PT. Bank CIMB Niaga Tbk on working units in DKI Jakarta.

Suggestion

1. To increase job satisfaction, the focus of attention is more directed at improving the functions and roles of leadership in PT. Bank CIMB Niaga Tbk mainly the dimension of determining direction (*visionary*), especially indicator of the ability to manage change innovatively and comprehensively in terms of the leadership conveying new ideas for achieving performance targets creatively, then prioritizing new ways of working effectively and pay attention to input from subordinates positively and constructively.
2. To build and improve employee performance, the focus of attention is more directed at improving and increasing job satisfaction at PT. Bank CIMB Niaga Tbk mainly dimension of satisfaction with supervision, especially indicator of development activities such as coaching, mentoring, counselling and brainstorming proactively, intensively and sustainability.

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