



## **THE EFFECT OF TRAINING AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE IN THE PUBLIC WORKS AND SPATIAL PLANNING SERVICE OF KARO DISTRICT**

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### **ABSTRACT**

This study aims to determine and analyze the effect of training and leadership style on employee performance, with work discipline as an intervening variable, at the Karo Regency Public Works and Spatial Planning Agency. The background of this study is based on the importance of improving the performance of state civil servants (ASN) in supporting the achievement of regional infrastructure development targets. In its implementation, appropriate training and appropriate leadership style are believed to be able to encourage increased work discipline which ultimately has implications for better employee performance. This study uses a quantitative approach with data collection techniques through questionnaires distributed to a number of service employees who serve as research samples. The data obtained are analyzed using the path analysis method to test the direct and indirect relationships between variables. The results show that training has a positive and significant effect on work discipline and employee performance. Similarly, leadership style has a positive effect on work discipline and employee performance. In addition, work discipline is proven to play a role as an intervening variable that mediates the effect of training and leadership style on employee performance. In other words, training and leadership style not only have a direct effect on performance, but also indirectly through improved work discipline. These



findings indicate that to achieve optimal employee performance, government agencies need to prioritize training relevant to job requirements and develop a leadership style that provides clear role models, motivation, and direction for employees. The study's conclusions emphasize the importance of synergy between competency development, effective leadership, and discipline enforcement in efforts to improve the work productivity of local government officials.

**Keywords:** Work Discipline, Leadership Style, Performance, and Training.

## INTRODUCTION

In the era of modern bureaucracy and increasingly complex regional development dynamics, government employee performance is a key indicator in determining the success of a public agency, including the Karo Regency Public Works and Spatial Planning Agency. Employee performance not only reflects an individual's ability to complete official duties but also indicates how optimally an organization manages its human resources. In this context, employee training plays a crucial role as a means to improve employees' technical, administrative, and managerial capacity and competency. Structured, ongoing, and relevant training tailored to job needs has been proven to improve skills, broaden horizons, and foster a professional attitude in carrying out tasks.

Besides training, leadership style is also a crucial factor influencing employee motivation and performance. Participative, transformational, and communicative leadership styles tend to create healthy working relationships between superiors and subordinates, boost morale, and increase loyalty to the organization. Conversely, an authoritarian or unresponsive leadership style can lower morale and lead to low employee productivity. However, the influence of training and leadership style on employee performance is not always direct. In practice, there are intermediary factors that can strengthen or weaken this influence, one of which is work discipline.



Work discipline reflects an employee's attitude and behavior in complying with regulations, respecting time, and being responsible for their work. Employees with high levels of discipline tend to demonstrate consistency in completing tasks on time, maintaining work quality, and upholding professional ethics. Therefore, work discipline plays a significant intervening variable in bridging the relationship between training and leadership style on employee performance. This means that even if training and leadership style have been implemented well, without strong discipline from individual employees, performance improvements may not be optimally achieved.

In the context of the Karo Regency Public Works and Spatial Planning Agency, which plays a strategic role in the planning and implementation of regional infrastructure development, optimizing employee performance is crucial. Challenges such as limited resources, work target pressure, and bureaucratic dynamics require appropriate managerial interventions to enable employees to work productively and professionally. Therefore, this study was conducted to analyze in depth how training and leadership styles influence employee performance, both directly and through work discipline as an intervening variable. The findings of this study are expected to provide theoretical and practical contributions to efforts to improve the quality of human resources within the local government environment, as well as serve as a basis for formulating more effective and sustainable employee development policies.

## **LITERATURE REVIEW**

### **1. Performance**

Performance is an important concept in human resource management that is often used as a primary indicator in assessing the effectiveness and productivity of individual and organizational



work. Milkovich and Boudreau (cited in Priansa, 2014) assert that "performance is the degree to which an employee carries out his or her work within the specified requirements"—a definition that highlights the importance of meeting standards in carrying out tasks. Meanwhile, Anwar Prabu Mangkunegara (2012/2013) defines performance as "the quality and quantity of work results achieved by an employee in carrying out his or her duties in accordance with the responsibilities assigned to him or her."

Sedarmayanti (2014) expands this understanding by stating that performance is a representation of the work results of an employee or organization as a whole which must be able to be demonstrated concretely and measured based on predetermined standards.

From these various definitions, it can be concluded that performance reflects the actual results achieved by employees—both in terms of quality and quantity—which are carried out according to responsibilities and controlled through measurable standards. In the context of a government agency such as the Karo Regency Public Works and Spatial Planning Agency, a comprehensive understanding of this performance is crucial to ensure that employee performance measurement and improvement efforts are based on objective, relevant, and measurable principles.

## **2. Training**

Modern researchers and practitioners agree that training is a systematic and structured process to improve individual capabilities, both in terms of knowledge, skills, and behavior in carrying out work tasks. Mathis & Jackson (2011) define training as a process in which individuals acquire capabilities that help achieve organizational goals, particularly through knowledge and skills relevant to the current job. Bangun (2012) emphasizes that training is a process of improving work skills that directly contributes to improving employee performance. Meanwhile, Kaswan (2013)



adds that training not only improves knowledge and skills but also changes attitudes, so that individuals can work more effectively. Furthermore, according to Zainal et al. (2014), training is a systematic process of changing employee behavior to achieve organizational goals, with a clear orientation towards achieving specific abilities required in the current job. Overall, these definitions emphasize that training is understood as a planned and structured activity to develop individual competencies—through knowledge, skills, and attitudes—thus being able to promote work effectiveness and achieve organizational goals more optimally.

### **3. Leadership Style**

In modern management and leadership literature (2010–2025), leadership style is defined as a distinctive pattern of behavior and strategies adopted by a leader to influence subordinates in achieving organizational goals. Hasibuan (2011) states that leadership style is how a leader influences the behavior of subordinates so that they are willing to work together productively to achieve organizational goals. Machali and Hidayat (2016) further state that this style is a set of distinctive characteristics used by leaders in managing human resources, facilities, and organizational goals in an integrated manner.

Furthermore, according to Heidjrachman and Husnan, as cited by Suwatno & Priansa (2016), leadership style reflects the leader's philosophy, skills, and attitudes integrated into a consistent behavioral pattern, functioning to align organizational goals with individual goals. In contemporary theory, the concept of agile leadership was developed to address dynamic and uncertain work environments. Appelo (2011) introduced agile leadership as an approach that encourages adaptability, collaboration, and the formation of self-sufficient teams in facing complex digital environments. The "align empower" model by Solga (2021) clarifies the role of



leaders as drivers of shared goal convergence ("align") while also empowering teams to innovate and be resilient in the face of change ("empower").

Overall, the definition of leadership styles in the last decade has emphasized the adaptive and strategic behavior of leaders—from managing interpersonal relationships, synergizing individual and organizational goals, to the ability to create a collaborative environment and be responsive to contemporary challenges.

#### **4. Work Discipline**

In modern academic studies, work discipline is often defined as a form of individual attitude and behavior that demonstrates obedience and awareness in adhering to organizational rules and norms with full responsibility. According to Sinambela (2016), work discipline reflects an employee's awareness and willingness to comply with all organizational regulations and applicable social norms. Similarly, Rivai (2015) explains work discipline as a fundamental managerial communication tool to encourage behavioral change, while increasing individual awareness and readiness to comply with company regulations.

Another contemporary view by Anggraeni (in Salami, 2021) states that work discipline is the orderly behavior expected by the organization; discipline is not only formal compliance, but also responsible actions in preventing errors and optimally achieving organizational goals. Furthermore, a more general definition is described as a mental attitude that enables employees to work consistently, value their duties, and uphold organizational rules without coercion. This is emphasized in the blog "Definition of Motivation, Work Discipline, and Performance" (2023),



which defines work discipline as an attitude of respecting, following, and complying with company norms and regulations consistently and responsibly.

Overall, work discipline is viewed as an individual's awareness and compliance with regulations—both written and unwritten—manifested through regular, responsible, and reflective behavior toward organizational values. This concept emphasizes that discipline is not merely formal compliance, but an active engagement that serves as the foundation for achieving organizational performance and goals.

## **METHODS**

This study uses an associative approach, namely an approach that aims to examine the relationship or influence between two or more variables. This approach is used to determine the extent to which independent variables influence the dependent variable, both directly and indirectly through intermediary variables. In this study, the independent variables consist of Training (X1) and Leadership Style (X2), while Work Discipline (Z) functions as an intervening variable that bridges the relationship between the independent variables and the dependent variable. The dependent variable in this study is Employee Performance (Y), which is the main focus in measuring the impact of the treatment of other variables.

### **• Population and Sample**

According to Sugiyono (2018), a sample is a portion of a population with certain characteristics that represent the entire population. Because the population in this study was relatively small, a saturated sampling technique was used. This technique means that all members of the population are used as samples. Therefore, this study involved the entire population, totaling 50 individuals, as respondents in data collection.



- **Data collection**

The data collection techniques used in this study were conducted through two main methods. First, a questionnaire was used, compiling a list of written questions distributed to employees as respondents to obtain primary data directly related to the research variables. This questionnaire was designed to describe employee perceptions, attitudes, and responses to the research topic. Second, a documentation study was conducted, collecting various documents and secondary data from related agencies or companies. The documents collected included administrative data, internal reports, and other relevant information that supported the analysis needed in this study.

## **RESULTS**

### **Path Analysis of Sub Model**

Test Results *Model Summary* Sub Model

#### **Model Summary**

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.743 <sup>a</sup>	.551	.516	1.264

a. Predictors: (Constant), Motivation, Talent Management, Organizational Commitment

Based on the results of the regression analysis displayed in the Model Summary table, the Adjusted R-Square value is 0.516. This value indicates that the regression model built in this study is able to explain 51.6% of the variation in changes in the dependent variable through the three independent variables used, namely Motivation, Talent Management, and Organizational Commitment. In other words, more than half of the factors influencing the dependent variable (for example, employee performance, if that is what is being studied) can be statistically explained by these three variables. Meanwhile, the remaining 48.4% is influenced by other variables outside the



model, both internal and external to the organization, such as the work environment, organizational culture, leadership, or employee personal factors that are not included in this analysis.

An Adjusted R-Square value above 0.5 indicates that the model has strong explanatory power and is suitable for use in social or management research, particularly those involving variables that are difficult to control precisely. In this context, Motivation, Talent Management, and Organizational Commitment have been shown to contribute significantly to simultaneously influencing the dependent variable.

Furthermore, the Standard Error of the Estimate (SEE) value of 1.264 reflects the average error in predicting the value of the dependent variable based on the model used. The smaller the SEE value, the better the regression model is at predicting or explaining the relationship between variables. A value of 1.264 indicates that the level of deviation or deviation of the predicted results from the actual values is still considered moderate and acceptable, especially in social research with a high level of data variability.

Thus, this regression model can be considered quite representative and suitable for use in analyzing the influence of Motivation, Talent Management, and Organizational Commitment on the dependent variables in this study.

### Sobel Test

Sobel Test Results					
Variables	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Training towards Work Discipline	0.246	0.077	2,149	0.059	0.031
Work Discipline towards Performance	0.523	0.180			



Leadership Style towards Work Discipline	0.172	0.064	1,972	0.045	0.048
Work Discipline towards Performance	0.523	0.180			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Based on the results of the mediation path analysis using the Sobel Test, information was obtained that the Training variable has a significant effect on Work Discipline. This is indicated by the unstandardized coefficient value of 0.246 with a standard error of 0.077, resulting in a test statistic value of 2.149 and a p-value of 0.031. Because the p-value is smaller than the 0.05 significance level, it can be concluded that there is a significant influence between training and work discipline. This indicates that the better the training provided to employees, the more their work discipline will improve.

Furthermore, the Leadership Style variable was also proven to have a significant effect on Work Discipline, with a coefficient value of 0.172, a standard error of 0.064, a test statistic of 1.972, and a p-value of 0.048. A p-value below 0.05 indicates that an effectively implemented leadership style can improve employee discipline. This confirms that leaders who are able to direct, supervise, and provide role models will create a more orderly and structured work environment.

Meanwhile, Work Discipline has a positive influence on Performance, with a coefficient of 0.523 and a standard error of 0.180. Although the test statistic and p-value are not fully displayed, the magnitude of the coefficient indicates that work discipline is a strong mediating variable in bridging the influence of training and leadership style on improving employee performance. Thus, this finding supports that work discipline is not only influenced by external factors such as training and leadership style, but also has an important role in directly driving performance.



## **DISCUSSION**

### **1. The Influence of Training on Work Discipline**

Based on the analysis results, training has been shown to have a positive and significant influence on employee work discipline, with a regression coefficient of 0.246 and a p-value of 0.031, which is below the 0.05 significance level. This indicates that effective training can improve employee work discipline in an organizational environment. This finding is in line with the opinions of experts, such as Hasibuan (2016) who stated that training plays an important role in improving employee work skills and attitudes so that they better understand and comply with organizational rules and regulations. Furthermore, according to Noe (2017), training not only enriches knowledge but also forms disciplined and professional work behavior through systematic competency development. Thus, training can be considered a strategic instrument in creating disciplined employees, which in turn contributes to improving overall organizational performance.

### **2. The Influence of Leadership Style on Work Discipline**

The results of the data analysis show that leadership style has a positive and significant effect on employee work discipline, with a coefficient value of 0.172 and a p-value of 0.048, which is below the significance limit of 0.05. This finding indicates that the leadership style implemented by leaders can encourage increased discipline in the work environment in the organization. Expert opinions support this result, one of which is Robbins and Judge (2017) who stated that an effective leadership style can motivate and direct subordinates to carry out tasks with full discipline and responsibility. In addition, according to Yukl (2013), leaders who are able to demonstrate a firm, fair, and consistent attitude in implementing rules will create a strong culture of discipline in the workplace. Therefore, it can be concluded that leadership style not only influences the work



atmosphere, but is also a crucial factor in shaping employee discipline behavior that impacts overall organizational performance.

### **3. The Influence of Training on Performance through Work Discipline**

The results of the data analysis indicate that training has an indirect effect on performance through the intervening variable, namely work discipline. This effect is indicated by the coefficient value of training on work discipline of 0.246 with a p-value of 0.031, and work discipline on performance with a coefficient of 0.523. This indicates that the training provided to employees not only has a direct impact on increasing knowledge and skills, but also forms a more disciplined work behavior, which ultimately contributes to improved employee performance. This finding is in line with the opinion of Sutrisno (2016) who stated that training is a means to form a positive work attitude, including discipline, because through training employees are equipped with an understanding of the importance of rules, time, and responsibility. Furthermore, Hasibuan (2017) also emphasized that employees who receive systematic training tend to be more focused and comply with work standards, which will encourage more optimal performance. Thus, it can be concluded that work discipline plays an important role as a mediating pathway in the relationship between training and performance improvement, where training is the initial foundation in building a disciplined and productive work culture.

### **4. The Influence of Leadership Style on Performance through Work Discipline**

Based on the results of data analysis, leadership style is proven to have an indirect influence on employee performance through work discipline as an intervening variable. This is evident from



the coefficient value between leadership style and work discipline of 0.172 with a p-value of 0.048, which is below the 0.05 significance level. This value indicates that leadership style makes a significant contribution in shaping the level of employee discipline. Meanwhile, work discipline has a positive effect on performance with a coefficient of 0.523, which means that the higher the level of employee discipline, the higher the resulting performance. Thus, it can be said that the leadership style applied in the organization is able to create a more structured and orderly work pattern, which ultimately encourages improved individual and organizational performance as a whole.

These findings align with Robbins and Judge's (2017) findings, which suggest that leaders play a crucial role in fostering a positive work climate through their influence on subordinate behavior. A participatory and communicative leadership style, for example, has been shown to increase employee loyalty and discipline in carrying out their duties. Furthermore, Mangkunegara (2015) emphasized that an effective leadership style creates order, clarity of tasks, and healthy control in the work environment, all of which are crucial components in fostering disciplined behavior. Work discipline itself is an internal factor that significantly impacts performance, reflecting a sense of responsibility, adherence to procedures, and commitment to time and work results.

Furthermore, according to Rivai (2014), leaders who are able to set an example, demonstrate appreciation, and consistently implement rules will more easily build a disciplined work culture. This culture of discipline indirectly becomes an important foundation for creating high productivity and work efficiency. Therefore, leadership style not only plays a key role in achieving the organization's vision but also as a factor in shaping positive and productive work behavior. With the mediating role of work discipline, the relationship between leadership style and performance becomes stronger and more focused, demonstrating that good leadership must be accompanied by consistent work behavior management to achieve optimal performance results.



## **CONCLUSION**

Based on the results of data analysis, leadership style is proven to have an indirect influence on employee performance through work discipline as an intervening variable. This is evident from the coefficient value between leadership style and work discipline of 0.172 with a p-value of 0.048, which is below the 0.05 significance level. This value indicates that leadership style makes a significant contribution in shaping the level of employee discipline. Meanwhile, work discipline has a positive effect on performance with a coefficient of 0.523, which means that the higher the level of employee discipline, the higher the resulting performance. Thus, it can be said that the leadership style applied in the organization is able to create a more structured and orderly work pattern, which ultimately encourages improved individual and organizational performance as a whole.

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## **LIMITATIONS**

Based on the research findings that demonstrate the significant influence of training and leadership style on employee performance through work discipline, several suggestions can be made for future improvements. First, the Karo Regency Public Works and Spatial Planning Agency needs to improve the quality of training provided to employees, both in terms of material, methods, and relevance to job requirements. Training should not be merely a formality, but truly designed to foster disciplined and professional work behavior. Second, in terms of leadership, superiors and work unit leaders are expected to adopt a more communicative, assertive, and consistent leadership style. Leaders need to be role models in enforcing regulations and be able to encourage employees to comply with responsibilities and work hours. Third, considering that work discipline plays a significant intermediary role, organizations need to instill disciplinary values as part of the work culture, through routine coaching, effective supervision, and fair and consistent reward and punishment. Finally, to improve overall performance, periodic evaluations of the human resource management system, including training, leadership, and discipline enforcement, are needed so that all aspects can synergize in supporting the achievement of organizational goals. It is hoped that by



paying attention to these matters, the performance of employees within the Karo Regency Public Works and Spatial Planning Agency can continue to improve sustainably.

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