

## The Effect of Work Discipline, Leadership Style, and Training on the Performance of the Class IV Port Office and Port Authority (KSOP) Probolinggo City

Erni Rachmawati<sup>1\*</sup>, Pompong Setiadi<sup>2</sup>

<sup>1),2)</sup> STIE Mahardhika Surabaya, [ernirachmawati2016@gmail.com](mailto:ernirachmawati2016@gmail.com)

\*Corresponding Author: Erni Rachmawati<sup>1</sup>

**Abstract:** Human Resources (HR) is a very valuable asset or large investment that will become the main determinant of an organization or business. The right Human Resource Management (HR) for an organization or company will be a key factor and achieve maximum success. Excellent companies have strong human resources who can compete in the world and bring more success to the company. To increase the output to be achieved in a company, in this case the Probolinggo Port Authority and Harbormaster Office, it is necessary to pay attention to the discipline of its employees. Such as making KIP so that all employees can complete their tasks on time and according to what the company wants. The Probolinggo Port Authority and Harbormaster Office need to increase the knowledge of its employees to increase knowledge and experience in the work that the employee does. It is necessary to have regular training in 1 month in order to get maximum results. The Probolinggo Port Authority and Harbormaster Office need to create strict regulations, so that employees can obey the rules and not be careless in doing a job. And if the employee commits a violation, then there are consequences that must be accepted by the perpetrator to make the perpetrator more deterrent and more thorough and disciplined in his work.

**Keywords:** Discipline, Leadership, Training, Performance, Employee

### INTRODUCTION

Effective human resource management requires finding the best way to plan human resources, manage human resources, direct human resources, develop human resources, and evaluate the performance of human resources in the organization to achieve organizational goals or to achieve company goals. Using human resource management also includes understanding the individual needs of employees so that the potential of human resources within employees can be explored and fully utilized. But human resources can also be a problem in organizations. By having poor performing human resources, organizational performance will certainly be less than optimal. Therefore, organizations need the concept of human resource management to ensure that human resources that perform below the maximum can be turned into good, quality and loyal human resources to the organization.

One of the factors that can be influenced by individual personality factors with the work environment, while a person's behavior is generally driven by the desire to achieve certain goals, thus the needs that are goals in life can be fulfilled. When there is an urgent need for belonging, people will act and form others in need, trying to foster friendly and understanding relationships. Several studies on the effect of motivation on engagement are shown by research conducted by Argensia et al (2014), Buraidah (2014), showing that motivation has a significant influence on employee performance.

Work discipline in employees is often referred to as an official employee by the state of the work environment. According to Nitisemito (2001: 110), ergonomics is something that exists for employees who affect themselves in carrying out their duties. Such as temperature, humidity, pollution, air, lighting, ventilation, noise, cleanliness in the workplace and suitability of work. Leaders must understand the nature of the work environment in which their activities are goal-oriented and can change that environment if necessary to create a more conducive work atmosphere and increase employee job satisfaction.

Today, companies are increasingly customer-centric and change is widespread. Big changes will always involve determining strategy. One strategy that can be taken is to create human resources who can work together in line with the company's needs to create environmental conditions that make employees comfortable to work so that they can create a strong and well-performing workgroup. This will shape employee attitudes and behavior in accordance with the company's vision and mission to achieve its goals, especially at the Class IV Port Authority and Port Authority (KSOP) Office of Probolinggo City.

Indonesia is a developing country that is free from colonialism. Although free from colonialism, all Indonesian citizens must continue to maintain state security in order to create a safe and controlled situation, both in the political, legal, social and economic fields. To be able to create a safe and controlled situation, competent, trained and skilled people are needed to be able to protect and maintain state security. One form of state defense prepared by the government is the Indonesian Navy (TNIAL).

KSOP Probolinggo City has several characteristics, among others, KSOP Probolinggo City has made many voyages in various parts of Indonesia because this ship is quite old. Sometimes this causes damage to the engine that can occur in various places when they are sailing in several parts of Indonesia, so to make a return voyage or return to their family they have to wait until the ship is repaired. KSOP Probolinggo City also often makes voyages with uncertain departure and return schedules and sometimes the schedule is decided suddenly without any prior notification. Then at KSOP Probolinggo City as many as 80% of the crew are married, so they rarely meet their families while sailing. These things often cause various kinds of problems that can cause stress, especially experienced by the officers.

The behavior of the Kesyahbandaran Employees arises due to various kinds of problems. The problems faced include, according to 20% of married crew members, they say that their families sometimes or often complain about their duties on ships whose departure and return schedules are often uncertain. According to them, his family was very supportive of their work before but after a few years of work his family often complained, because they were considered inferior has time for family. This situation makes the Kesyahbandaran Employees experience conflict, where in fact they want to gather together with their families more often but they must also continue to carry out the duties that are their obligations and responsibilities.

According to an officer at the Probolinggo City KSOP, sometimes the results of the work given by the harbormaster employee are not in accordance with what is expected by him, even though previously the harbormaster employee always gave good work results. When asked personally, it turned out that the Kesyahbandaran employees had problems with

their families, which made them unable to concentrate on their work and not work enthusiastically.

The crew members who are not married or whose family members live far away are required to stay on the ship, so that apart from working, they also live on the ship. At the KSOP Probolinggo City, there are separate regulations for each crew member, especially for Harbormaster Employees who live there, such as time limits for rest hours at night, during the day, working hours, and also at night. Then for every Kesyahbandaran Employee who will leave the ship must report to the ship's officer who is currently on duty to maintain the Probolinggo City KSOP, and if they are violated several times they will be given a penalty.

The legitimacy of the ksop of the city of probolinggo has been violated several times by several civil servants, especially the curfew time limit. sometimes they return to the city of probolinggo ksop more than the specified time limit, as a result they get a warning and if it happens more than 2 times then they will be given a penalty from their leader. The regulations owned by the Probolinggo City Headquarters were felt as pressure by the Kesyahbandaran employees, thus making several Kesyahbandaran employees violate the existing regulations at the Probolinggo City Command Office. based on the results of the initial survey as many as 35% of the crew felt that the regulations on the ship were very disciplined and strict so that they inevitably had to follow these regulations so as not to get punished by their superiors.

The phenomena above are some of the things that can cause stress for the Harbormaster Employees at KSOP Probolinggo City. Stress is a form of interaction between individuals and the environment that is assessed by individuals as demands that burden or exceed their capabilities, and threaten their well-being (Lazarus, 1984). No different from other individuals every time they are faced with a stressful situation, they will try to overcome the stress. This way of dealing with stress is called a coping strategy. Stress management strategies are cognitive and behavioral changes that take place continuously as an individual effort to overcome demands that are considered a burden or exceed their resources, both external and internal demands (Lazarus & Folkman, 1984). There are two functions and forms of stress coping strategies, namely problem-centered stress management strategies and emotion-centered stress coping strategies. Problem-centered stress management strategies are directed at efforts to solve existing problems, seek and choose various alternatives, consider the advantages or disadvantages of each alternative, choose the best alternative and finally make a decision to act, while emotion-centered stress management strategies consist of processes cognitions aimed at reducing emotional distress and include avoidance strategies, emotional distress reduction, distancing, selective attention and positive comparison.

Based on the phenomena above, it can be said that the form of a strategy to improve employee performance is through work discipline, leadership style, and training carried out by the Kesyahbandaran Employees at KSOP Probolinggo City.

In this study there are several formulations of the problem which include:

1. Does Work Discipline have an effect on the Performance of Probolinggo City KSOP Employees?
2. Does leadership style have an effect on the performance of KSOP employees in Probolinggo City?
3. Does the training have an impact on the performance of KSOP employees in Probolinggo City?
4. Do Work Discipline, Leadership Style, and Training have an influence on the performance of KSOP Probolinggo City employees?

## LITERATURE REVIEW

### Performance

Employee performance is basically the result of employee work within a certain period of time compared to various possibilities, for example norms, goals/targets or norms that have been previously agreed upon. According to Barnandin & Russel (2010: 135), quoted by Faustino Cardoso, Gomes in his book Human Resource Management is a record produced by a particular job or activity over a certain period of time. Bryansa and Swatno (2011: 196) define achievement as a result achieved by a person according to a set standard, over a certain period of time, in relation to work, behavior, and actions. While Wilson (Wilson 2012: 231) defines performance as the result of work achieved by a person based on job requirements.

According to Mathis (2006:113), the factors that affect employee performance is the employee's ability to work. The success of the organization in achieving its goals depends on the ability and reliability of the human resources that drive the business units within the organization concerned. For this reason, high performance actors are needed in these activities. To determine the level of performance of an employee, the company must conduct a performance evaluation.

### Work of Discipline

Work ethic is the mental attitude of an individual or group that shows enthusiasm to do their work so as to encourage cooperation and complete tasks on time with a sense of responsibility for the work entrusted to them. to discuss morality. Many experts define morality from different perspectives (Tri Widodo et al., 2018).

Business ethic is a person's willingness and commitment to do a good job and be disciplined to achieve maximum performance at work (Hasibuan, 2018:152) Business ethic is the ability of a group of people to work together actively and consistently in pursuit of goals. common goals. (Tohardy, 2012: 427)

From some of the opinions above it can be said that morality is actually a condition that arises from within the individual and which causes the individual or human to do his work in a happy atmosphere so that he works harder, faster and better. The ethos describes the feelings associated with an attitude that reflects the spiritual state or behavior of the individual, motivates each individual to do better, and is more motivated to achieve the organizational goals that have been set.

Business organizations are founded because they have certain goals that they want and need to achieve. In achieving its goals, every organization is influenced by organizational behavior. An employee's performance is one of the most common activities carried out in an organization, namely the way he does things related to work or roles in the organization (Sinaga et al., 2020).

Work Discipline measured is not limited to the aspects of loyalty, productivity, effectiveness and work ethic of each employee, but is viewed from the leadership aspect. Based on the results of the leadership aspect assessment, the company can program the career path of each employee. Thus, the company is expected to have professional and qualified employees from various levels, starting from the positions of department heads, department heads, directors, general managers and even managers.

Work Discipline or the concept of performance is a description of the level of performance of the implementation of a program of activities or policies in achieving the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization. Performance is a comprehensive representation of the company's condition over a certain period of time, and is the result or performance that is influenced by the company's operating activities when using equity capital according to Helfert in Veitzhal

(2010: 604). According to Moeheriono (2015: 69), the meaning of the word achievement comes from the word work performance and is also called actual achievement, actual work performance or the work performance of some employees. Moeheriono (2015:11) in his book concludes the notion of work performance or the notion of achievement or achievement as a result of the achievements that can be achieved by a person or group of people in an organization in terms of quality and quantity, according to their respective authorities, duties and responsibilities in pursuing goals. the organization concerned is legally and does not violate the law, morals and ethics.

### **Leadership Style**

The definition of leadership is the ability of a person to influence others by motivating them to work towards generally accepted goals and objectives. As a manager or leader, it is generally known that the leadership style practiced has a significant impact on how the behavior of employees/subordinates works to achieve a goal or goal. Leaders do more than just practice their skills (Mattayang, 2019). Even though he did, he also used influence to move others. Leaders have to deal with all types of personality, behavior and maturity of their subordinates in their roles. The Basic Theory of Leadership Style, written by Robert Greenleaf (1970), defines that leadership is based on the perception of service. A leader's basic instinct for conscientious service is to prioritize the needs of employees, recognize the honor and importance of value to others, and help others achieve common goals.

The concept of leadership style as a leadership model was developed to overcome organizational crises in support of a holistic view of accepting customer-oriented orientation and bureaucratic aspirations. Service-minded leaders need training to achieve service and the doctrine that their choices are responsible for bureaucratic aspirations that influence the behavior of their members. In addition to influencing employee behavior, managers clearly manage to overcome complexity by setting rules through formal planning, designing tight organizational structures, and monitoring results. You need to learn what kind of stuff you need.

### **Training**

Training as a concept is to build motivation from the four cognitions formed by the work environment, namely meaning, competence, self-determination, and impact (Bariqi, 2020). Training is a process that begins with the interaction between the work environment and individual personality characteristics, and these environmental interactions form four cognitive empowerments, namely meaning, competence, self-determination, and impact which will ultimately motivate individual behavior (Bariqi, 2020). Based on this understanding, it can be concluded that training is a form of individual intrinsic motivation in the work environment which is formed from four cognitions to produce job satisfaction. Training reflects an active work orientation, where individuals are able to determine their role in work, not just conveying ideas.

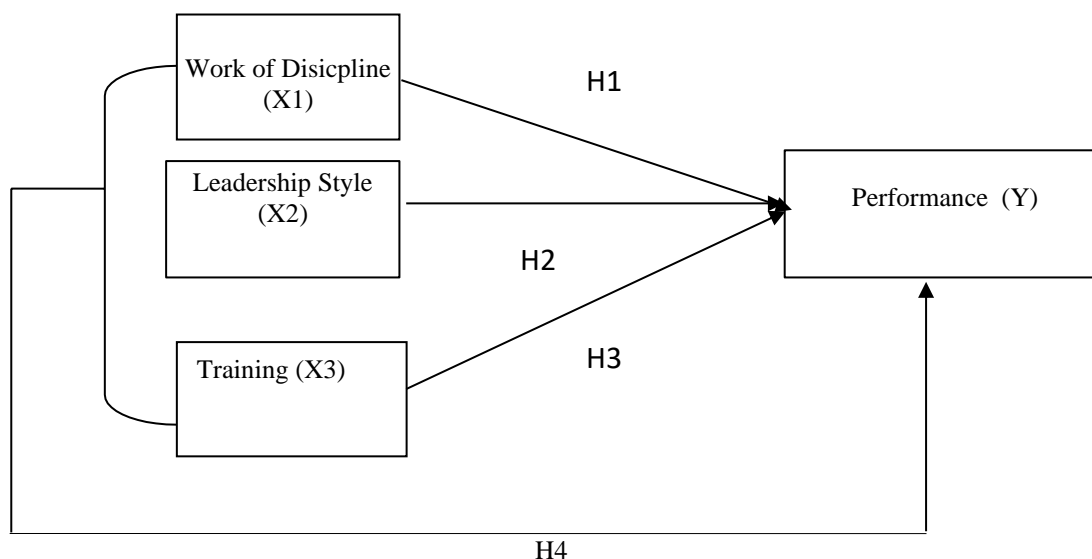
Dimensions of Training, namely: 1. Meaning Meaning is the suitability between the needs of one's job role with behavior, one's belief that he has the skills and abilities needed to perform a task or job well. 2. Self-determination Self-determination is a person's belief that the person has the freedom or autonomy and control about how to do their own work. 3. Competence Proficiency is a person's belief or belief that he or she has the skills and abilities needed to perform a task or job well (Wahyuningsih, 2019).

### **RESEARCH METHODS**

The research used by the researcher is in the form of an associative research method with a quantitative approach. Associative research is research that seeks to examine how a



variable has a relationship or is related to other variables, or whether a variable is influenced by other variables (Sayer, 2020).



In this study there is the development of hypotheses which include:  
 H1: Work Discipline affects the Performance of Probolinggo City KSOP Employees.  
 H2: Leadership style affects the performance of KSOP employees in Probolinggo City.  
 H3: Training has an effect on the Performance of Probolinggo City KSOP Employees.  
 H4: Work Discipline, Leadership Style, and Training have a simultaneous effect on the Probolinggo City KSOP Employee Performance

**FINDINGS AND DISCUSSION**

**Analysis Regression Linear multiple**

Results output for Influence Discipline Work, Leadership Style, And Training On the Performance of Probolinggo Port Authority and Harbormaster Office Employees is give me t this:

**Table 1. Regression linear multiple**

		Coefficients <sup>a</sup>		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	5.046	3,231	
	T.X1	0.361	0.114	0.450
	T.X2	0.100	0.135	0.075
	T.X3	0.520	0.209	0.398

Source: Data processed using SPSS 23

Table on so could put forward form model equality regression linear multiple for influence compensation and motivation on job satisfaction of employees at the Probolinggo Port Authority and Harbormaster Office.

$$Y = 5.046 + 0.361 + 0.100 + 0.520$$

Interpretation from equality regression linear berdad which generated as following:

- a. Based on score constant 5.046 it means without existence influence discipline work, style leadership, and training work employee on Probolinggo Port Authority and Harbormaster Office as big as 5,046 .
- b. Score coefficient regression multiple discipline work employee Probolinggo Port Authority and Harbormaster Office is 0.361 means every an increase in 1 unit of work

- discipline for the Probolinggo Port Authority and Harbormaster Office then performance to employees of the Probolinggo Port Authority and Harbormaster Office increase 0.361 or 36.1% assuming that besides work discipline there is factor other which influence.
- c. Coefficient value regression multiple style leadership employee Probolinggo Port Authority and Harbormaster Office is 0.361 means every increase 1 unit of force leadership of the Probolinggo Port Authority and Harbormaster Office employees then performance to employees of the Probolinggo Port Authority and Harbormaster Office increase 0.100 or 10% assuming that besides style leadership there is factor other which influence.
  - d. Coefficient value regression multiple training employee Probolinggo Port Authority and Harbormaster Office is 0.361 means every an increase in 1 unit of training for the Probolinggo Port Authority and Harbormaster Office employees then performance to employees of the Probolinggo Port Authority and Harbormaster Office increase 0.520 or 52% assuming that besides training there is factor other which influence.

**Test Hypothesis**

Done by using test data. As for the producer data analysis in research using multiple linear regression analysis by using statistical tests both F test (simultaneously) and T test (partial) which could be used as following:

**T Uji test**

Test t test each variable independent to variables (compensation and motivation) in a version have an effect to variable dependent (satisfaction work).

**Table 2. Hypothesis Testing Table with T-Test Coefficients<sup>a</sup>**

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5,046	3,231		1,562	0,125
	T.X1	0,361	0,114	0,450	3,156	0,003
	T.X2	0,100	0,135	0,075	0,741	0,463
	T.X3	0,520	0,209	0,398	2,487	0,017

Source: Data processed use SPSS 25

On testing Partial used level significant ( $\alpha$ ) =5%,  $df = (N48-K -1) = 48$ , obtained t table as big as 1,672

- a. Test hypothesis influence discipline work to performance  
From results calculations using the SPSS 25 program shown in the table above, the resulting variable value X1 is equal to t count 3,256 from t table 1,672 with score significant 0.003 this it means hypothesis X1 received.
- b. Test hypothesis style leadership to performance  
From results calculations using the SPSS 25 program shown in the table above, the resulting variable value X2 is equal to t count 0.741 from t table 1,672 with score significant 0.463 this it means hypothesis X2 rejected.
- c. Hypothesis test training to performance  
From results calculations using the SPSS 25 program shown in the table above, the resulting variable value X1 is equal to t count 2,487 from t table 1,672 with score significant 0.017 this it means hypothesis X3 received.

**F test**

Test this aim for knowing is variable independent (discipline work, style leadership, and training) by simultaneous have influence on variables dependent (performance).

**Table 3. Test Hypothesis with Test F ANOVA <sup>a</sup>**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	345,444	3	115,148	43,500	.000 <sup>b</sup>
	Residual	116,473	44	2,647		
	Total	461,917	47			
a. Dependent Variable: T.Y						
b. Predictors: (Constant), T.X3, T.X2, T.X1						

Data source: processed using SPSS 25

Hypothesis testing with the f test as in the ANOVA table. This test aims to determine whether the independent variable (discipline work, style leadership, and training) by simultaneous have influencer to variable dependent (performance). With use significant level ( $\alpha$ ) = 5% (0.05) and df 1 = 3 obtained f table value of 2.79. Score f count in table as big as 43,500 so that score f count big from f table ( $43,500 \geq 2,79$ ) and the significant value is smaller than alpha = 0.05 ( $0.00 \leq 0.05$ ). Then the conclusion is to accept H 1 and reject H0. Thing this showing that by together same variable independent take effect significant to variable dependent. With so hypothesis delam study discipline work, style leadership, and training together take effect significant to performance on employee The Probolinggo Port Authority and Harbormaster Office, in other words, the hypothesis that submitted received.

**Coefficient Determination (R2)**

**Table 4. Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	0,748	0,731	1,62699
a. Predictors: (Constant), T.X3, T.X2, T.X1				
b. Dependent Variable: T.Y				

Source processed data use SPSS 23

From table in on could is known that score r square (R2) is influence discipline work, style leadership, and training work as big as 0.748 or 74.8% to performance based on the results of the questionnaire data processing at the Probolinggo Port Authority and Harbormaster Office. While the remaining 25.2% is influenced by factor other which no researched or outside study.

**Discussion**

**Influence Discipline Work Against Performance Employee on Probolinggo Port Authority and Harbormaster Office**

Discipline work take effect positive and significant to the performance of employees at the Probolinggo Port Authority and Harbormaster Office can be seen from results analysis data which conducted where level significant 0.003 ( $0.003 < 0.05$ ) this also could proven from score tcount which more big from on table ( $3,256 > 1,672$ ).



The results of this study are in accordance with the results of previous studies which conducted by Tambusay, BW, & Bahri, S. (2022) and Widodo, T., Alamsyah, N., & Utomo, CB (2018), (Aziz, 2016) in a journal entitled “The Effect of Work Motivation, Work Discipline and Work Environment on Performance Through Job Satisfaction For employees of the Balapulang District Health Center, Tegal Regency, it shows that the work discipline variable has a significant effect on employee performance.

So rate the discipline of employees at the Probolinggo Port Authority and Harbormaster Office could increase performance. Timely attendance is a very important role and needed to improve employee performance.

### **Influence Leadership Style Against Performance Employee on Probolinggo Port Authority and Harbormaster Office**

Leadership style no take effect significant to the performance of employees at the Probolinggo Port Authority and Harbormaster Office can be seen from results analysis data which conducted where level significant 0.463 ( $0.463 > 0.05$ ) this also could proven from score tcount which smaller than on table ( $0.741 < 1,672$ ).

The results of this study are not in accordance with previous researchers, namely Tambusay, BW, & Bahri, S. (2022) and Widodo, T., Alamsyah, N., & Utomo, CB (2018), (Aziz, 2016), but there are also theories support from \_ previous research that documented by Marjaya, I., & Pasaribu, F. (2019), Rosalina, M., & Wati, LN (2020) where leadership style is not affect employee performance. Leadership style is not a direct determinant of employee performance at PT. XYZ EPC Division. As well as supported by research conducted by Nova Syafrina (2017) which states that there are significant influence \_ Among discipline work to performance employee i. Then supported by Technico Baturaja (2020) which suggests that there is a significant influence between work motivation and work discipline on performance.

From result from testing that, style leadership no take effect to performance on employees at the Probolinggo Port Authority and Harbormaster Office. Which means existence leader in company the not enough existence contribution for its employees, or there is no compatibility Among leaders and employees other from method leader arrange or coordinate his subordinates.

### **Influence Training Against Performance Employee On Probolinggo Port Authority and Harbormaster Office**

Training take effect positive and significant to the performance of employees at the Probolinggo Port Authority and Harbormaster Office can be seen from results analysis data which conducted where level significant 0.017 ( $0.017 < 0.05$ ) this also could proven from score tcount which more big from on table ( $2,487 > 1,672$ ).

The results of this study are in accordance with research conducted by Tambusay, BW, & Bahri, S. (2022) and Widodo, T., Alamsyah, N., & Utomo, CB (2018). Training has a positive and significant effect on employee performance. Research conducted by Eli Yulianti (2015) also states that training has a significant effect on employee performance. Furthermore, there is Debby Endayani Safitri (2019) who conducted research and produced a statement that there was an effect of training on employee performance.

These results indicate that the more often employees participate in training that is in accordance with their work, the higher the performance of the employees themselves. Even according to. Employee performance can be increased to a greater extent by increasing employee training. The managerial implication of this research is that if the quantity and quality of training is getting better and improved, it will indirectly affect the quality of the training improve employee performance, and provide freedom for employees to participate in types of training according to their respective interests. Besides, if training methods adapted to

the conditions and demands of the job, will be able to create employees who have the competencies desired by the company, to achieve company goals (Kusuma, Musadieg, & Nurtjahjono, 2015).

### **Influence Discipline Work, Leadership Style and Training Against Performance Employee on Probolinggo Port Authority and Harbormaster Office**

Variable discipline work, style leadership, and training take effect positive and significant to the performance of employees at the Probolinggo Port Authority and Harbormaster Office can be seen from results analysis data which conducted where level significant 0.000 ( $0.000 < 0.05$ ) this also could proven from score fcount which more big from on ftable ( $43,500 > 2.79$ ).

Research results This is also supported by Tambusay, BW, & Bahri, S. (2022) and Widodo, T., Alamsyah, N., & Utomo, CB (2018) which stated that variable discipline work, style leadership, and training take effect positive and significant to employee performance. Next there is Trenggono Widodo., et al (2018) also stated that Simultaneous test results show that style leadership, discipline work and training work by together or simultaneous have significant influence to performance.

### **CONCLUSION**

Based on the results of the study, the following conclusions can be drawn:

1. Work discipline has a positive and significant effect on employee job satisfaction at the Probolinggo Port Authority and Harbormaster Office. t table ( $3,256 > 1,672$ ).
2. Leadership style does not have a significant effect on employee performance at the Probolinggo Harbor Authority and Port Authority. This can be seen from the results of data analysis carried out where the significant level of 0.463 ( $0.463 > 0.05$ ) can also be proven from the value of tcount which is smaller than ttable ( $0.741 < 1.672$ ).
3. Training has a positive and significant effect on employee performance at the Probolinggo Port Authority and Harbor Authority. This can be seen from the results of data analysis carried out where a significant level of 0.017 ( $0.017 < 0.05$ ) can also be proven from the value of tcount which is greater than ttable ( $2,487 > 1,672$ ).
4. The variables of work discipline, leadership style, and training have a positive and significant effect on employee performance at the Probolinggo Port Authority and Harbormaster Office as seen from the results of data analysis conducted where a significant level of 0.000 ( $0.000 < 0.05$ ) can also be proven from the value fcount which is greater than ftable ( $43.500 > 2.79$ ).
5. The influence of work discipline, leadership style, and job training variables is 0.748 or 74.8% on the performance of the questionnaire data processing at the Probolinggo Port Authority and Harbormaster Office.

### **BIBLIOGRAPHY**

- Asyifa Safitri, A. (2020). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan Pt Infomedia Nusantara Bandung Pada Divisi Call Center. *EProceedings of Management Fakultas Ekonomi Dan Bisnis Universitas Islam Bandung*.
- Bariqi, M. D. (2020). Pelatihan Dan Pengembangan Sumber Daya Manusia. *Jurnal Studi Manajemen Dan Bisnis*, 5(2). <https://doi.org/10.21107/jsmb.v5i2.6654>
- Kasmir. (2017). Manajemen Sumber Daya Manusia. In *AGORA Vol. 5, No: 3, (2017)* (Vol. 5, Issue 3).
- Mattayang, B. (2019). TIPE DAN GAYA KEPEMIMPINAN: SUATU TINJAUAN TEORITIS. *JEMMA | Journal of Economic, Management and Accounting*, 2(2). <https://doi.org/10.35914/jemma.v2i2.247>

- Nasir, M., Basalamah, J., & Murfat, M. Z. (2020). Pengaruh Gaya Kepemimpinan Situasional, Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Pegawai. *Jurnal Akrab Juara*, 1(April).
- Rosalina, M., & Wati, L. N. (2020). PENGARUH GAYA KEPEMIMPINAN TERHADAP DISIPLIN KERJA DAN DAMPAKNYA TERHADAP KINERJA KARYAWAN. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 10(1). <https://doi.org/10.37932/j.e.v10i1.26>
- Sayer, A. (2020). Quantitative methods in social science. In *Method in Social Science*. <https://doi.org/10.4324/9780203163603-9>
- Sinaga, O. S., Hasibuan, A., Efendi, E., Priyojadmiko, E., Butarbutar, M., Purba, S., Karwanto, K., Silalahi, M., Hidayatulloh, A. N., & Muliana, M. (2020). Manajemen Kinerja dalam Organisasi. *Yayasan Kita Menulis*, 1.
- Sri Wahyuningsih. (2019). Pengaruh Pelatihan Dalam Meningkatkan Produktivitas Kerja Karyawan. *Jurnal Warta Edisi*, 60(April).
- Syafrina, N. (2017). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Suka Fajar Pekanbaru. *Eko Dan Bisnis:Riau Economic and Business Review*, 4(8).
- Tri Widodo, T., Alamsyah, N., & Utomo, C. B. (2018). Analisis Pengaruh Gaya Kepemimpinan, Disiplin Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan Di PT Telkom Indonesia Cabang Batam. *JURNAL INDUSTRI KREATIF (JIK)*, 2(1). <https://doi.org/10.36352/jik.v2i1.77>
- Wahyuningsih, S. (2019). Pengaruh Pelatihan Dalam Meningkatkan Produktivitas Kerja Karyawan. *Jurnal Warta Edisi*, 60(April).