

(Research) Article

The Influence of Training, Leadership Style, and Work Discipline on the Performance of Employees in the Accounting Division and Finance at the Indonesian Post Office Surabaya Main Branch

Arraya Akhsa Putra Priyadizah^{1*}, Bowo Santoso²

¹ Departement of Management, Faculty of Economics and Business, University of Pembangunan Nasional "Veteran" Jawa Timur, Surabaya, Indonesia; e-mail: arrayakhsa01@gmail.com

² Departement of Management, Faculty of Economics and Business, University of Pembangunan Nasional "Veteran" Jawa Timur, Surabaya, Indonesia; e-mail: bowo.santoso.mnj@upnjatim.ac.id

* Corresponding Author: arrayakhsa01@gmail.com

Abstract. Nowadays, the success of a company in achieving its goals certainly cannot be separated from employee performance. From this, companies should be able to understand the importance of Human Resources (HR) in the company because they all work together to achieve the goals the company wants to achieve. On this basis, this research aims to determine the influence of training, laissez-faire leadership style, and work discipline on employee performance in the Accounting and Finance Division at the Surabaya Main Branch of the Indonesian Post Office. This research uses quantitative methods. The population is all employees at the Surabaya Main Branch Post Office in the Accounting and Finance division, totaling 55 people. Sampling is saturated sampling by making the entire population as respondents. The scale used in this research is an ordinal scale with the Likert method. Data collection techniques are interviews and questionnaires by distributing statements directly to respondents. Then for data analysis techniques using Partial Least Square (PLS) measurements of the outer model and inner model. The research results show that training, laissez-faire leadership style, and work discipline support increased employee performance. This shows that the better and more effective the training, laissez-faire leadership style, and work discipline implemented, the better the employee performance at the Surabaya Main Branch Post Office will be.

Keywords: Employee Performance; Laissez-Faire Leadership Style; Quantitative; Training; Work Discipline.

1. Introduction

Nowadays, the success of a company in achieving its goals certainly cannot be separated from the performance of employees in each division of the company. From this matter, companies should be able to understand how important the existence of Human Resources (HR) is in each division of each company because they all work together to achieve the goals a company wants to achieve. According to Haerul in (Pambuko, dkk, 2024) Human Resources (HR) is something that is the basis that exists in each human being and can develop. From this understanding, it can be concluded that the Human Resources (HR) in each division of a company have a very important role in the sustainability of a company, because if there is an error in the Human Resources (HR) in the company, then the goals set by the company will be difficult to achieve, or even impossible to achieve.

Regarding employee performance conveyed (Muizu, dkk, 2019) are things that have been achieved by an employee and then compared with the standards set by the company they work for. According to Mangkunegara in (Yolanda, dkk, 2022) factors that can influence employee performance in a company are ability and motivation factors, where ability is the soft skills possessed by each employee, while motivation is the desire of each employee to achieve the direction they desire. These two factors can be used as benchmarks for a company in analyzing the performance of its employees.

One of the factors mentioned in the previous paragraph is soft skills, where one program to increase the soft skills of an employee is by holding training for employees. Various studies

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confirm that effective training can increase motivation and work efficiency (Ramli dan Pertiwi, 2025). From this understanding, it can be concluded that training that is effective and precisely targeted at the operations of each employee can influence the employee's soft skills, moreover it can improve their soft skills.

Apart from the soft skills factor which has an influence on the training received by each employee, the managers/leaders in each division of course also have an influence on each employee under them. The leadership of a manager/leader can play a role through the actions he takes to encourage his members to realize the work program that has been mutually agreed upon. Usually the success of a company also plays a role in the ability of its leaders to carry out their leadership functions well as leaders (Waedoloh, dkk, 2022).

After receiving training and being led by an employee's leader in each division they occupy, it does not rule out the possibility that the employee will have good performance or meet the standards set by each division they occupy. Sometimes the discipline of each employee will also affect their performance while carrying out their work. According to Siagian in (Waoma, dkk, 2021) states that work discipline is an attitude of respect, obedience and obedience to the regulations set by the company, both written and unwritten and then being able to accept sanctions if he violates his duties and authority. Employees who have good work discipline usually have better performance than employees who are less disciplined in their work. The work discipline of each employee can also be seen from their presence at work, usually employees who have good work discipline will continue to work well even if there is no supervision by the leader. Apart from that, during working hours employees will not waste time doing things that are not necessary for their work.

The phenomenon regarding employee performance apparently occurred at the Surabaya Main Branch Post Office where based on observations, surveys and initial interviews with the Head of Personnel at the Surabaya Main Branch Post Office named Ike Verdianingrum, it was found that the Accounting and Finance Division at the Surabaya Main Branch Post Office experienced a decline in performance in recording accuracy over the last 3 years, where the realization of report recording accuracy did not reach the target set by the company each year. In 2022 there will be a decrease in the realization of the target accuracy of 100% to 94%, then in 2023 it will be 92%, and in 2024 it will be 88%.

Not only has employee performance decreased, but the percentage of employee attendance has also decreased, which based on observations, surveys and initial interviews with the Head of Personnel at the Surabaya Main Branch Post Office named Ike Verdianingrum, it was found that total absences showed a significant increase, for example the total alpha of employees was 286 in 2022, then rose to 449 in 2023, and rose again to 714 in 2024, which shows a trend of decreasing discipline or attendance levels. employees for the last three years.

There has been a lot of previous research that discusses employee performance, for example in research conducted by (Tambusay & Bahri, 2022) which has the results that the variables of leadership style, work discipline and training partially have a positive and significant effect on employee performance in hospitals. Martha Friska Brayan Medan. There is also research from (Sudirman, dkk, 2020) which shows that work discipline, leadership style, and training partially and simultaneously have a positive and significant effect on the performance of employees of the Makassar District Office, Makassar City Government, as well as work discipline which is most dominant on the performance of employees of the Makassar District Office, Makassar City Government. Based on this, the aim of this research is to determine and test the influence of training, laissez-faire leadership style, and work discipline on the performance of employees at the Indonesian Post Office, Surabaya Main Branch, Accounting and Finance Division.

2. Literature Review

2.1. Employee Performance

Performance is the real result displayed by each employee as an achievement of their work in accordance with their role in the company. The term "performance" itself refers to job performance / actual performance, which means work performance / real work results achieved by someone. Performance includes work results in terms of quality and quantity obtained by an employee when carrying out their duties in accordance with the responsibilities they have been given, Mangkunegara in (Yolanda, dkk, 2022). This understanding can show that performance is an action or behavior carried out by someone in carrying out their duties, which can be observed and assessed by other parties.

In employee performance, there are several indicators used. The first is quality, which is the level of achievement of the results of an activity that is close to perfection, both in terms of conformity with the ideal method of implementation and in meeting the goals set by the

company. The second is quantity, which is the amount of output produced by employees, both in the form of the number of units and the number of activity cycles successfully completed according to a predetermined time period. The third is timeliness, which is the level of completion of an activity according to a predetermined schedule or time, viewed from the aspect of coordination with output results and the ability to utilize time optimally so as to enable the completion of other activities. The fourth is effectiveness, which is the level of resource utilization, especially human and company resources, which is optimized to increase profits or minimize losses for each unit of resource use (Harahap dan Tirtayasa, 2020).

2.2 Training

According to Mangkuprawira in (Wijonarko, dkk, 2020), training is a systematic process to teach knowledge, skills and attitudes to employees so that they become more skilled and able to carry out their responsibilities well in accordance with predetermined standards. Meanwhile, Notoatmodjo in (Hidayat dan Agustina, 2020) explains that training is an activity aimed at improving the abilities of employees in an institution, so that they are able to produce real behavioral changes that are relevant to job demands. Thus, it can be concluded that employee training is a process carried out by a company for employees so that the employee has new knowledge and with this new knowledge he is able to help achieve the goals set by the company.

In training there are several indicators used. The first is training facilities, meaning the facilities provided during training. The second is training material, meaning the material provided during training. The third is the duration of the training, which means the time during which the training is held (Wahyudi, 2021).

2.3 Laissez-Faire Leadership Style

According to Mulyasa in (Nurhalim, dkk, 2023), leaders are essentially individuals who have the ability to influence the behavior of other people in carrying out work through the use of power. This power is the ability to direct and influence subordinates regarding the tasks that must be carried out. According to (Adiwilaga, 2018), the laissez-faire leadership style is a leadership approach that gives complete freedom to subordinates. In this style, the leader assumes that the task is simply given to the group, while the method or technique for completing it is left to each individual so that they can achieve the goals and fulfill the organization's policy targets.

Thus, it can be concluded that the laissez-faire leadership style is a leadership pattern that gives extensive freedom to subordinates in determining methods and making decisions regarding their work. Leaders only provide general direction or assignments, while completion techniques and operational decisions are left to individuals or groups. However, subordinates still have full responsibility for work results and achieving organizational goals.

In the laissez-faire leadership style there are several indicators used. The first is giving broad autonomy to employees, meaning that employees are given the freedom to choose their own work methods/techniques without interference from leaders. The second is a lack of supervision/control over the work of subordinates, meaning that the leader does not carry out routine monitoring or control of the work process; focus more on the end result. Third, there is minimal involvement of leaders in decision making, meaning that leaders rarely/almost do not participate in determining operational decisions or team strategy (Zheng dan Li, 2024).

2.4 Work Discipline

According to (Harahap dan Tirtayasa, 2020), work discipline is something that managers/leaders use to inform their employees to be willing to change their behavior to increase employees' awareness and willingness to comply with the regulations and social norms that apply in a company." Thus, it can be concluded that work discipline is an effort made by managers or leaders to change employee behavior to be more aware and willing to comply with existing regulations and social norms in the company. Thus, work discipline aims to create a work environment that is orderly, productive, and in accordance with established standards. company.

In work discipline there are several indicators used. The first is compliance with company regulations, referring to the extent to which employees comply with all provisions, procedures and policies that apply in the company. Second, job responsibilities describe the employee's willingness and ability to carry out the assigned tasks seriously, on time, and in accordance with established quality standards. The third is the level of absenteeism, referring to the frequency of employees' presence at work within a certain period, both in relation to routine attendance and valid permits (Ar Rasyid, 2022).

2.5 Research Framework & Hypothesis

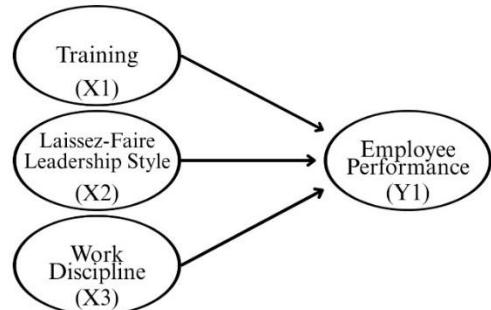


Figure 1. Conceptual Framework.

A provisional answer to the research problem formulation, which is composed based on the empirical evidence obtained through the data collection procedure, is known as a hypothesis (Sugiyono, 2020). The hypotheses utilized in this study are formulated as follows: H1 : Training has a positive effect on the performance of employees of the Surabaya Main Branch of the Indonesian Post Office, Accounting and Finance Division.

H2 : Laissez-Faire Leadership Style has a positive effect on the performance of employees of the Surabaya Main Branch of the Indonesian Post Office, Accounting and Finance Division.

H3 : Work Discipline has a positive effect on the performance of employees of the Surabaya Main Branch of the Indonesian Post Office, Accounting and Finance Division.

3. Materials and Method

This research method uses quantitative methods. The population used in this study was all 55 employees of the Surabaya Main Branch Post Office, Accounting and Finance Division. The data collection technique used a questionnaire instrument via Google Form distributed online. The analysis method used the Structural Equation Model (SEM) with the Partial Least Square (PLS) analysis tool.

4. Results and Discussion

4.1. Description of Research Variables

4.1.1 Description of Variable Training (X1)

Table 1. Frequency of Respondents' Answers to Training Variable (X1).

Code	Statement	Answer Score					Total
		1	2	3	4	5	
X1.1	The facilities provided by the company were adequate during the training.	0	9	17	18	11	55
		0%	16%	31%	33%	20%	100%
X1.2	The training material was appropriate for my job requirements.	0	2	31	19	3	55
		0%	4%	56%	35%	5%	100%
X1.3	The duration of the training was sufficient for my needs and the material I received.	0	11	31	12	1	55
		0%	20%	56%	22%	2%	100%

Table 1 shows that:

- Indicator X1.1, meaning the facilities provided during the training, received a high response rate at scores 3 and 4, with 31% and 33%, respectively. Scores 2 received 16%,

and scores 5 received 20%. This indicates that most respondents felt the facilities provided during the training were adequate.

2. Indicator X1.2, meaning the materials provided during the training, received a high response rate at score 3, with 56%, while scores 4, 5, and 2 received 35%, 5%, and 4%, respectively. This indicates that most respondents felt the materials provided during the training were adequate.
3. Indicator X1.3, meaning the duration of the training, received a high response rate at score 3, with 56%, while scores 4, 2, and 5 received 22%, 20%, and 2%, respectively. This shows that most respondents felt that the duration of the training was sufficient.

4.1.2 Description of Variable Laissez-Faire Leadership Style (X2)

Table 2. Frequency of Respondents' Answers to Laissez-Faire Leadership Style Variable (X2).

Code	Statement	Answer Score					Total
		1	2	3	4	5	
X2.1	My boss gives me freedom without much interference.	0	0	13	26	16	55
		0%	0%	24%	47%	29%	100%
X2.2	My boss frequently evaluates my work.	4	11	23	7	10	55
		7%	20%	42%	13%	18%	100%
X2.3	I can make my own decisions about my work without interference from my boss.	0	0	15	24	16	55
		0%	0%	27%	44%	29%	100%

Table 2 shows that:

1. Indicator X2.1, which means granting broad autonomy to employees, has a large response at score 4 with a result of 47%, while scores 5 and 3 have results of 29% and 24%, respectively. This shows that the majority of respondents agree with granting broad autonomy to employees. These results indicate that the majority of respondents have a positive view of a leadership style that provides space for freedom and trust for employees in carrying out their work.
2. Indicator X2.2, which means lack of supervision/control over subordinates' work, has a large response at score 3 with a result of 42%, while scores 2, 5, 4, and 1 each have results of 20%, 18%, 13%, and 7%, respectively. This shows that most respondents feel that their superiors are lacking in supervising/controlling their work. Although most respondents were neutral, the composition of the existing answers indicates that some employees feel a lack of direct supervision from superiors in carrying out daily tasks.
3. Indicator X2.3, which indicates minimal leadership involvement in decision-making, had a high response rate of 44%, while scores 5 and 3 were 29% and 27%, respectively. This indicates that most respondents felt they could make their own decisions without leadership involvement. This finding indicates that employees at the Surabaya Main Branch Post Office, particularly in the Accounting and Finance Division, have a fairly high level of work independence.

4.1.3 Description of Variable Work Discipline (X3)

Table 3. Frequency of Respondents' Answers to Work Discipline Variable (X3).

Code	Statement	Answer Score					Total
		1	2	3	4	5	
X3.1	I always comply with applicable work rules and procedures due to the sanctions for violations.	0	4	9	24	18	55
		0%	7%	16%	44%	33%	100%
X3.2	I take full responsibility for the results of my work.	1	4	11	22	17	55
		2%	7%	20%	40%	31%	100%
X3.3	I maintain a low absenteeism rate throughout the year	0	1	26	10	18	55
		0%	2%	47%	18%	33%	100%

Table 3 shows that:

1. Indicator X3.1, which refers to compliance with company regulations, received a high response rate of 4, with a score of 44%, while scores of 5, 3, and 2 received 33%, 16%, and 7%, respectively. This indicates that most respondents comply with company regulations.
2. Indicator X3.2, which refers to responsibility in work, received a high response rate of 4, with a score of 40%, while scores of 5, 3, 2, and 1 received 31%, 20%, 7%, and 2%, respectively. This indicates that most respondents feel responsible for their work.
3. Indicator X3.3, which refers to absenteeism, received a high response rate of 3, with a score of 47%, while scores of 5, 4, and 2 received 33%, 18%, and 2%, respectively. This indicates that most respondents are sufficient to maintain low absenteeism throughout the year.

4.1.4 Description of Variable Employee Performance (Y1)

Table 4. Frequency of Respondents' Answers to Employee Performance Variable (Y1).

Code	Statement	Answer Score					Total
		1	2	3	4	5	
Y1.1	Employees' work results meet the company's quality standards.	0	0	14	27	14	55
		0%	0%	25%	49%	25%	100%
Y1.2	Employees can complete large volumes of work without compromising quality.	0	0	29	20	6	55
		0%	0%	53%	36%	11%	100%
Y1.3	Employees are able to utilize their	0	1	28	21	5	55

	time optimally to complete work on time.	0%	2%	51%	38%	9%	100%
Y1.4	Employees are able to minimize resource waste in their work.	0	0	27	22	6	55
		0%	0%	49%	40%	11%	100%

Table 4 shows that:

1. Indicator Y1.1, representing quality, received a high response rate of 4, with a score of 49%, while scores of 3 and 5 both received a score of 25%. This indicates that superiors assess that most employees meet the quality standards for their work.
2. Indicator Y1.2, representing quantity, received a high response rate of 3, with a score of 53%, while scores of 4 and 5 received 36% and 11%, respectively. This indicates that superiors assess that most employees are quite capable of completing their work despite having a large number of tasks.
3. Indicator Y1.3, representing punctuality, received a high response rate of 3, with a score of 51%, while scores of 4, 5, and 2 received 38%, 9%, and 2%, respectively. This indicates that superiors assess that most employees are quite capable of completing their work on time.
4. Indicator Y1.4, which signifies effectiveness, had a high response rate of 49% for a score of 3, while scores 4 and 5 yielded 40% and 11%, respectively. This indicates that superiors assess most employees as being quite capable of minimizing resource waste in their work.

4.2. Outer Model Result

Table 5. Outer Loading.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1.1 <- X1	0.769	0.767	0.074	10.432	0.000
X1.2 <- X1	0.804	0.800	0.052	15.399	0.000
X1.3 <- X1	0.807	0.800	0.072	11.213	0.000
X2.1 <- X2	0.787	0.779	0.076	10.309	0.000
X2.2 <- X2	0.780	0.783	0.062	12.569	0.000
X2.3 <- X2	0.832	0.824	0.060	13.840	0.000
X3.1 <- X3	0.745	0.731	0.093	7.985	0.000
X3.2 <- X3	0.736	0.725	0.085	8.665	0.000
X3.3 <- X3	0.818	0.822	0.045	18.269	0.000
Y1.1 <- Y1	0.797	0.794	0.045	17.731	0.000
Y1.2 <- Y1	0.810	0.805	0.063	12.928	0.000
Y1.3 <- Y1	0.820	0.818	0.053	15.443	0.000
Y1.4 <- Y1	0.762	0.756	0.075	10.216	0.000

Based on Table 5, each indicator's loading factor value for its variable is above 0.7, indicating good validity. Furthermore, the table also shows that the respective t-statistic and p-values are quite reliable. A t-statistic value > 1.96 and a p-value < 0.05 indicate good reliability.

Table 6. Average Variance Extracted.

Variabel	Average Variance Extracted (AVE)
Training (X1)	0.629
Laissez-Faire Leadership Style (X2)	0.640
Work Discipline (X3)	0.588
Employee Performance (Y1)	0.636

Based on table 6, it can be seen that the Average Variance Extracted (AVE) value of each variable is above 0.5, which means that the variable has good validity.

Table 7. Fornell-Lacker Criteria.

	Training (X1)	Laissez-Faire Leadership Style (X2)	Work Discipline (X3)	Employee Performance (Y1)
Training (X1)	0.793			
Laissez-Faire	0.570	0.800		
Leadership Style (X2)				
Work Discipline (X3)	0.657	0.730	0.767	
Employee Performance (Y1)	0.659	0.677	0.701	0.798

Based on table 7, it can be seen that the AVE root value of each variable is greater than the correlation between other variables, so it can be said that the variable has good validity.

Table 8. Cross Loading

	Training (X1)	Laissez-Faire Leadership Style (X2)	Work Discipline (X3)	Employee Performance (Y1)
X1.1	0.769	0.609	0.733	0.529
X1.2	0.804	0.381	0.435	0.559
X1.3	0.807	0.360	0.385	0.472
X2.1	0.413	0.787	0.472	0.513
X2.2	0.616	0.780	0.755	0.563
X2.3	0.331	0.832	0.511	0.545
X3.1	0.468	0.573	0.745	0.418
X3.2	0.447	0.489	0.736	0.448
X3.3	0.574	0.610	0.818	0.683
Y1.1	0.575	0.537	0.637	0.797
Y1.2	0.538	0.566	0.500	0.810
Y1.3	0.485	0.577	0.563	0.820
Y1.4	0.499	0.476	0.529	0.762

Based on table 8, it can be seen that the cross loading value of each indicator is greater than the correlation between other indicators, so it can be said that the variable has good validity.

Table 9. Composite Reliability.

	Composite Reliability
Training (X1)	0.836
Laissez-Faire Leadership Style (X2)	0.842
Work Discipline (X3)	0.811
Employee Performance (Y1)	0.875

Based on table 9, it can be seen that the composite reliability value of each variable is above 0.7, which means that the variable has good reliability.

4.3. Inner Model Result

Table 10. R-square.

	R-square
Employee Performance (Y1)	0.600

Based on table 10, it can be seen that the R² value of Employee Performance is 0.600, which can be interpreted that the model is able to explain the Employee Performance phenomenon (Y1) which is influenced by the Training variables (X1), Laissez-Faire Leadership Style (X2), and Work Discipline (X3) with a variance of 60%, while the remaining 40% is explained by other variables.

4.4. Hypothesis Testing

Table 11 Path Coefficient – Mean, STDEV, T Values, P Values

Original sample (O)	T statistics (O/STDEV)	P values
X1 -> Y1	0.301	2.817
X2 -> Y1	0.294	2.158
X3 -> Y1	0.289	1.992

Table 11 shows that

H1: Training has a positive effect on Employee Performance with a path coefficient of 0.301. The t-statistic is 2.817 (greater than 1.96), indicating significance. This is supported by a p-value of 0.005 (less than 0.05), indicating acceptance of the hypothesis.

H2: Laissez-Faire Leadership Style has a positive effect on Employee Performance with a path coefficient of 0.294. The t-statistic is 2.158 (greater than 1.96), indicating significance. This is supported by a p-value of 0.031 (less than 0.05), indicating acceptance of the hypothesis.

H3: Work Discipline has a positive effect on Employee Performance with a path coefficient of 0.289. Then the t-statistic value is 1.992 (greater than 1.96) which indicates that the results are significant, and is strengthened by p-values of 0.046 (smaller than 0.05), which means that the hypothesis can be accepted.

4.5. Discussion

4.5.1 The Effect of Training on Employee Performance

Based on the research results, training has a positive and significant impact on employee performance, thus accepting the first hypothesis. This indicates that providing appropriate training to employees improves their performance.

Based on the factor loading values, the training variable indicator with the highest value is the duration of the training. Duration, in this case, refers to the length of time the training takes. Based on these results, it can be seen that using the appropriate duration can help employees understand the material presented and effectively utilize their time.

Based on the phenomena occurring in the company, it is clear that the duration of training sessions tends to be too long for employees. This excessively long duration can reduce the speed and effectiveness of employee work. In the accounting and finance division, this can result in delays in completing financial reports, processing transactions, or verifying data that must be completed within specific deadlines. Based on this, it is clear that the duration of training sessions can be used as evaluation material for the Accounting and Finance Division of the Surabaya Main Branch of the Post Office.

The results of this study align with research conducted by (Rahmawati, 2023), (Tambusay & Bahri, 2022), and (Sudirman, dkk, 2020), which found that training has a positive and significant impact on employee performance.

4.5.2 The Effect of Laissez-Faire Leadership Style on Employee Performance

Based on the research results, the laissez-faire leadership style has a positive and significant effect on employee performance, thus accepting the second hypothesis. This indicates that employee freedom in carrying out their work can improve employee performance.

Based on the factor loading values, the indicator of the laissez-faire leadership style variable with the highest value is minimal leader involvement in decision-making. Based on this, it can be seen that employees who have the freedom to make their own decisions without requiring leadership involvement can improve their performance.

Based on the phenomena occurring in the company, it is clear that employees can make decisions without interference from superiors. This can make employees more independent and enable faster problem-solving, but it also impacts leaders who feel marginalized or no longer seen as authority figures. This can reduce their leadership effectiveness and create confusion about their roles within the company. Based on this, it can be seen that the minimal involvement of leaders in decision-making can be a point of evaluation for the Surabaya Main Branch Post Office, Accounting and Finance Division.

The results of this study align with research conducted by (Alfattama dan Kuncoro, 2023), (Tambusay & Bahri, 2022), and (Sitompul, dkk, 2024), which found that the laissez-faire leadership style variable has a positive and significant effect on improving employee performance.

4.5.3 The Effect of Work Discipline on Employee Performance

Based on the research results, work discipline has a positive and significant impact on employee performance, thus accepting the third hypothesis. This indicates that good employee discipline will improve employee performance.

Based on the factor loading values, the indicator of the work discipline variable with the highest value is the absenteeism rate. Based on this, it can be concluded that employees who maintain a low absenteeism rate will maintain good performance.

Based on the phenomena occurring in the company, it is clear that employees frequently request leave from work, a trend that has increased over the past three years. This can reduce the speed and effectiveness of their work. In the accounting and finance divisions, this can result in delays in completing financial reports, processing transactions, or verifying data that must be completed within specific deadlines. Based on this, it can be seen that the absenteeism rate can be a valuable evaluation tool for the company.

The results of this study align with research conducted by (Septiani, 2023), (Pascha, 2023) and (Tambusay & Bahri, 2022), which found that work discipline has a positive and significant effect on employee performance.

5. Conclusion

Based on the test results using PLS to test the influence of the variables Training, Laissez-Faire Leadership Style, and Work Discipline on Employee Performance, it can be concluded that Training is able to support the increased performance of employees of the Surabaya Main Branch Post Office, Accounting and Finance Division, then Laissez-Faire Leadership Style is able to support the increased performance of employees of the Surabaya Main Branch Post Office, Accounting and Finance Division, and Work Discipline is able to support the increased performance of employees of the Surabaya Main Branch Post Office, Accounting and Finance Division.

The limitations of this study lie in its limited scope and relatively limited number of respondents. This research was conducted only in the Accounting and Finance Division at the Surabaya Main Branch of the Post Office. The results of this study cannot necessarily be generalized to other divisions or Post Office branches in different regions, which may have different organizational characteristics, work cultures, and managerial systems. Furthermore, the population and sample size used in this study were limited to only 55 employees, so the variation in responses and the level of data representativeness can still be expanded in subsequent studies with a larger number of respondents. For further research, it is hoped that this study can further examine the factors that influence employee performance besides training, laissez-faire leadership styles, and work discipline. It is also hoped that this study can serve as a reference in further research.

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