



## MOTIVATION AS AN INTERVENING VARIABLE (MEDIATION) ON LEADERSHIP STYLES AND TRAINING IN PERFORMANCE IMPROVEMENT

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### ABSTRACT

*This study aims to determine the influence of Motivation as an intervening variable (mediation) on Leadership Style and Training in Performance Improvement. The population and the sample in this study were 38 participants in the Leadership Administrator Force X training of the East Kalimantan Provincial Government. The study was conducted quantitatively using questionnaires and processed using Smart PLS version 4. The direct influence results obtained were that X1 (Leadership Style) had a positive effect with a value of 0.408 but was not significant with a statistical T value of 1.944 or a P value of 0.052 on X3 (Motivation); X1 (Leadership Style) has a positive effect with a value of 0.088 but is not significant with a statistical T value of 0.412 or a P value of 0.680 on Y (Performance); X2 (Training) has a positive effect with a value of 0.483 and is significant with a statistical T value of 2.723 or a P value of 0.006 on X3 (Motivation); X2 (Training) has a negative effect with a value of -0.355 and is significant with a statistical T value of 2.601 or a P value of 0.037 on Y (Performance); X3 (Motivation) has a positive effect with a value of 0.990 and is significant with a statistical T value of 4.924 or a P value of 0.000 on Y (Performance). The indirect influence produced by X3 (Motivation) can mediate and increase the value of Y (Performance), where X1 (Leadership Style) on Y (Performance) through P value 0.044. X3 (Motivation) can be a mediation that increases the value of Y (Performance) and changes it from negative (opposite) to positive, where it has a value of 2.244 or a P value of 0.025. With the results of this research, it is important to pay attention to motivating and mediating leadership styles and training to improve employee performance.*

**Keywords:** Leadership Style, Training, Motivation, Performance

### ARTICLE INFO

Tanggal Masuk:

19-05-1024

Tanggal Diterima:

22-06-2024

Tersedia Online:

27-06-2024

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### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh Motivasi sebagai variabel intervening (mediasi) terhadap Gaya Kepemimpinan dan Pelatihan dalam Peningkatan Kinerja. Populasi dan sampel dalam penelitian ini adalah peserta pelatihan Administrator Pimpinan Angkatan X Pemerintah Provinsi Kalimantan Timur yang berjumlah 38 orang. Penelitian dilakukan secara kuantitatif dengan menggunakan kuesioner dan diolah menggunakan Smart PLS versi 4. Hasil pengaruh langsung yang diperoleh adalah X1 (Gaya Kepemimpinan) berpengaruh positif dengan nilai 0,408 namun tidak signifikan dengan nilai T statistik sebesar 1,944 atau P. nilai 0,052 pada X3 (Motivasi); X1 (Gaya Kepemimpinan) berpengaruh positif dengan nilai 0,088 namun tidak signifikan dengan nilai T statistik sebesar 0,412 atau P-value sebesar 0,680 pada Y (Kinerja); X2 (Pelatihan) berpengaruh positif*

dengan nilai 0,483 dan signifikan dengan nilai T statistik 2,723 atau P-value 0,006 pada X3 (Motivasi); X2 (Pelatihan) berpengaruh negatif dengan nilai -0,355 dan signifikan dengan nilai T statistik sebesar 2,601 atau P-value sebesar 0,037 pada Y (Kinerja); X3 (Motivasi) berpengaruh positif dengan nilai sebesar 0,990 dan signifikan dengan nilai T statistik sebesar 4,924 atau P-value sebesar 0,000 terhadap Y (Kinerja). Pengaruh tidak langsung yang dihasilkan X3 (Motivasi) dapat memediasi dan meningkatkan nilai Y (Kinerja), dimana X1 (Gaya Kepemimpinan) terhadap Y (Kinerja) melalui P value 0,044. X3 (Motivasi) dapat menjadi mediasi yang meningkatkan nilai Y (Kinerja) dan diubah dari negatif (berlawanan) menjadi positif, dimana mempunyai nilai sebesar 2,244 atau P-value sebesar 0,025. Dengan adanya hasil penelitian tersebut, maka penting untuk memperhatikan motivasi dan mediasi gaya kepemimpinan dan pelatihan untuk meningkatkan kinerja karyawan.

**Kata Kunci:** Gaya Kepemimpinan, Pelatihan, Motivasi, Kinerja

## Introduction

Nugraheny & Rastika (2022) stated that continuous changes in the era of disruption present challenges for the State Civil Apparatus (ASN) to adjust to the latest developments. ASN's performance is still considered inadequate. Minister of State Apparatus Empowerment and Bureaucratic Reform Azwar Anas stated that the quality index of Indonesian civil servants is lower than that of other countries, so the transformation of civil servants' performance is needed. Meanwhile, Islamiyah, et al., (2021) said that the performance of civil servants directly impacts the quality of public services. The quality of public services will improve along with the increasing performance of civil servants (Nihayati & Fardila, 2023). According to Syani (2008) the government tended to have slow, inefficient, and convoluted performance in the past. Therefore, people today want faster, cost-effective, and efficient government performance to meet the needs of individuals, the business community, culture, and other relevant parties in providing robust support. Although changing this paradigm is difficult, accepting change is a must (Dirwan et al., 2024).

Leadership styles can influence how employees interact with each other and their tasks. At the same time, training has the potential to improve administrator skills and competencies, and work motivation is key to driving optimal performance. According to Ariadi, et al., (2023), the administrator leadership training program, as regulated by government regulations related to civil servant management, is known as PKA. The purpose of PKA is to improve the competence of participants to meet managerial competency standards for administrator positions. To improve leadership competence in government management performance, civil servant competencies are developed through PKA, required to enrich the knowledge, skills, and special competencies individuals need to carry out duties, positions, and prayers in the world of work. This training contributes to competency improvement, so every government agency needs an administrator who can lead service activities and government administration and ensure the organization's continuity. To assess the extent of the successful implementation of administrator leadership training, an evaluation is needed that includes participant reactions, the learning process, behavior change in the workplace, and the benefits obtained (Thane et al., 2023).

This study examines the effect of **Motivation as Intervening (Mediation) on Leadership Style and Training in Performance Improvement**. Through this research, deeper insight can be obtained on how these variables contribute to the performance of East Kalimantan Provincial Government employees in general and training participants in particular. The findings of this

study are expected to contribute to improving the performance of government employees and provide practical recommendations for policies and training programs in provincial governments.

### **Previous Research**

Research on the behavior and performance of government apparatus innovation was conducted with article “Impact of Leadership Training on Government Apparatus Innovation Behavior and Performance (Case Study: Supervisory Leadership Training at BPSDM East Kalimantan)” published in *Nusantara Innovation Journal* in 2023 (Nihayati & Fardila, 2023). The independent research variables include idea processing, idea search, idea communication, initiating idea implementation, involvement of others, and problem-solving. The dependent variable is organizational performance. The number of samples was 40 people with respondents of all supervisory training participants batch XVI, with an average position of Head of Sub-Section, Head of Section, or Head of UPTD, with groups ranging from III / B – IV / A. The results showed a positive relationship between supervisory leadership training and the application of innovation, from cultivating innovation to achieving innovation performance in the trainee work unit. The research’s independent variables include Idea Processing, Idea Search, Idea Communication, Idea Implementation Initiation, Involvement of Other People, and Problem Solving, and the dependent variable is Organizational Performance. The total sample was 40, with respondents all being supervisory training participants class. The research results show a positive relationship between supervisor leadership training and the implementation of innovation, from cultivating innovation to achieving innovation performance in the training participants’ work units. There is a significant difference between the Badi’s research and this latest study, characterized by a total sample difference between 38 and 40 samples. There is a difference in the total variables in the previous study. There were eight variables before, with the dominant variable in the previous research being the influence of leadership training. At the same time, the latest motivation is the dominant variable. This research has not discussed what leadership style can improve performance. Hence, the research that will be carried out wants to find out whether motivation can be a mediation for leadership style to improve employee performance.

Research on Leadership Style through Work Discipline on the Performance of the State Civil Apparatus by Agus Ramayana and Nugroho Mardi Wibowo in 2024 was published in *MAP (Journal of Management and Public Administration)* with the title of the article “The Influence of Leadership Style and Remuneration Through Work Discipline on the Performance of the State Civil Apparatus at the Surabaya Shipping Polytechnic” (Ramayana & Wibowo, 2024). The variables used in this research are leadership style and remuneration as independent variables, work discipline as an intervening variable, and performance as the dependent variable. This research used data from the Surabaya Shipping Polytechnic State Civil Apparatus with a sample of 52 employees. The test results show that Leadership Style has a positive and significant effect on Work Discipline, Remuneration has a positive and significant effect on Work Discipline, Leadership Style has a positive and significant effect on employee performance, remuneration has a positive and significant effect on Employee Performance. Work Discipline has a positive and significant effect on Employee Performance. In contrast, Leadership Style has no significant effect on Performance through Work Discipline, and Remuneration has no significant effect on Performance through Work Discipline. In this study, there was a difference in the number of samples, the number of variables, and where the discussion of work discipline was very significant, affecting the leadership style, while in the latest research, motivation became the dominant variable. In this research, work discipline variables are used

as intervening variables so that we look at them from a disciplinary perspective. In contrast, the research that will be carried out uses motivation variables as mediation.

Research on the effect of training on employee performance with title “The Effect of Training and Work Commitment on Employee Performance at the Gowa Office of the Vocational Education Quality Assurance Development Center for Marine, Information and Communication Technology (Bppmpv-Kptk)” was published 2024 in the journal Economic and Business Research (Irfan et al., 2024). The method used in this study is a quantitative method with 56 employee respondents as a sample using a sampling technique, namely probability or random sampling with a solved technique, where the data collection technique uses a questionnaire. The results of simulltan testing of work experience and training variables positively and significantly affect employee performance variables. The results of the partial test of the work experience variable had a positive and significant effect on the employee performance variable. The results of partial testing of training variables have a positive and significant effect on employee performance. In this study, the difference is the number of samples: 56 in the latest study and 38 with two variables, where work experience is the dominant variable. At the same time, motivation is the dominant variable in the new study. This research only discusses the effect of training on employee performance and does not discuss what kind of training can improve performance. Therefore, the research that will be carried out wants to know whether motivation can mediate training on employee performance.

Research on the effect of training on employee performance by Bagas Satria Anggriawan, Endang Rusdianti, and Djoko Santoso. The article “The Effect of Competence, Training, and Compensation on Employee Performance with Affective Commitment as an Intervening Variable “ was published in 2023 (Anggriawan et al., 2023) examines the effect of competence, training, and compensation on employee performance mediated by affective commitment. The number of respondents involved in this study was 100 respondents. All respondents are Demak Regency Public Works and Spatial Planning Office employees. Based on the analysis results in this study, it was found that competence, training, and compensation positively and significantly affected employee performance. Hence, competence, training, and compensation had a positive and significant effect on affective commitment, and affective commitment had a positive and significant effect on employee performance. Furthermore, in the indirect influence test, affective commitment is shown to mediate the indirect influence of competence, training, and compensation on employee performance. In this study, there is a difference in the number of samples taken by 100 respondents, with the variables of competence, training, and compensation being the variables that positively affect performance, while in the latest research, motivation is the most dominant.

Research on the effect of motivation on employee performance by Ahmad Yani, Hapzi Ali, Yolanda Oktarina, Kusiana, and Silvia Sari. The article entitled The Influence of Competence and Motivation on Employee Performance at the Kerinci State Islamic Institute was published in the Journal of Information System Management Economics (JEMSI) in 2024 (Yani et al., 2024). The data used in this study is primary data with a sample of 49 people. The study results show that Competence has a significant effect on Employee Performance, Motivation has a significant effect on Employee Performance, and Competence and Motivation simultaneously have a significant effect on Employee Performance. In this study, there was a difference in the number of samples, but there was a similarity in the dominant variable, namely the motivation variable, that affected performance.

Research on the effect of motivation on performance by Hastuti Mulang. This article was published in 2023 in *Jesya (Journal of Sharia Economics & Economics)* titled *The Effect of Competence and Motivation on Employee Performance*. [Mulang \(2023\)](#) explained that the population to be used as research is employees of the Regional Development Planning Agency of South Sulawesi Province, totaling 144 people. The sampling formula proposed by Slovin is based on several samples to be studied by as many as 59 people based on data collection methods, namely survey research. The analysis results show that competence affects employee performance, and motivation affects employee performance. There is a difference in the population size that will be used as research, which is 144 people with the sample formula proposed by Slovin, whereas in the latest research using census techniques, the dominant variable is competition, and in the latest research, motivation is the dominant variable.

Research on leadership on employee motivation by Burhanuddin and Maspawati Tokang. The article entitled *The Influence of Leadership on Employee Motivation at the Pajalele Water Resources Management Office, Tanasitolo District, Wajo Regency*, was published in the *Journal of Management and Creative Business (JMCBUS)* in 2024. [Burhanuddin & Tokang \(2024\)](#) show that Leadership Style positively and significantly affects Employee Motivation at the Pajalele Water Resources Management Office, Tanasitolo District, Wajo Regency. This study has an equation for the same variable as the new study, namely, work motivation being the dominant variable.

Research on leadership style towards motivation by Firdaus, Pantun Bukit, and Fakhrul Rozi Yamali. An article entitled *The Influence of Leadership Style, Organizational Culture and Discipline on Motivation and Its Impact on Employee Performance at the Jambi Province Human Resources Development Agency* published in *J-MAS (Journal of Management and Science)* in 2024. [Firdaus et al., \(2024\)](#) used the research variables are leadership style, organizational culture, discipline, motivation, and performance. The population in this research is BPSDM Jambi Province employees, totaling 89 employees with conditions in 2022. The data analysis technique used in this research is path analysis followed by hypothesis testing through the F-test (Simultaneous) and t-test (Partial). The path analysis tests show that leadership style, organizational culture, and discipline motivate Keria. Apart from that, leadership style, organizational culture, and work discipline partially and simultaneously positively and significantly affect employee motivation and performance at BPSDM Jambi Province. Likewise, work motivation has a positive and significant effect on employee performance. In this study, there were differences in the number of samples and variables studied, with similarities in the motivation variable being the most dominant.

Research on employee motivation and performance training by Erma Widyastuti and Habib Ismail. The article “ *The Influence of Organizational Culture, Education and Training on Employee Motivation and Performance in the Klaten District Inspectorate* ” was published in 2024 in the *Jayakarta Journal of Management and Business*. [Widyastuti & Ismail \(2024\)](#) explained that the population taken for this study consisted of employees in the Klaten Regency Inspectorate, which amounted to 45 people. The results showed that both partially and simultaneously, organizational culture, education, and training had a positive and significant effect on competence and directly or indirectly had a positive and significant impact on employee motivation and performance in the Klaten Regency Inspectorate. The most dominant variable influencing motivation and performance is the Organizational Culture Variable. This study uses limited variables, independent variables, namely organizational culture, training, and motivation, as intervening variables, while the dependent variable

is employee performance. Organizational culture has a positive and significant effect on motivation. Training has a positive insignificant effect on the motivation of Klaten District Inspectorate employees. Employee motivation has a positive and significant effect on the performance of Klaten District Inspectorate employees. Variables of organizational culture, training, and employee motivation have a positive and significant effect on the performance of Klaten Regency Inspectorate employees. In Burhanuddin and Maspawati Tokang's research, Research was conducted by Firdaus, Pantun Bukit, and Fakhrul Rozi Yamali, as well as research by Erma Widayastuti and Habib Ismail. There are differences in the number of samples and the number of variables with the same dominant variable, namely motivation being a prominent thing, the same as in recent research.

In general, the difference between previous research and the one that will be conducted is that in the research that will be conducted, there are differences in population, number of samples, number of variables, and research methods. In contrast, this research uses motivation variables as mediators in leadership style and performance training. In the previous studies above, there was no discussion of leadership styles and training as to what can improve employee performance, so the research that will be carried out wants to find out whether motivation can mediate leadership and training styles on employee performance.

## Literature Review and Hypotheses

### *Literature Review*

Performance Refers to the level of achievement in completing a specific task. Performance results from achieving tasks that meet a professional organization's goals, programs, or role needs. [Pranogyo & Hendro \(2022\)](#) show that employee performance has a significant impact on an organization's success. Therefore, each work unit in the organization needs to be evaluated for its performance so that the quality of human resources can be measured objectively. Every organization strives to improve employee performance in hopes of achieving organizational goals. It is important to pay attention to the quality of human resources to achieve this goal, which can be seen from the results of their work. [Hidayat et al., \(2024\)](#) explain that performance measurement is needed to assess the level of employee success. According to [Ma'arif \(2018\)](#) performance measurement considers the following:

1. Quantity relates to the amount to be completed or achieved.
2. Quality relates to the quality of work results, including neatness, work requirements, and error rates.
3. Punctuality, which is whether the work is completed by the planned time.

Leadership is a leader's method of motivating, directing, and managing all elements in his group or organization to achieve the desired goals and maximize employee performance. Increasing employee performance shows the achievement of individual or employee work results in supporting organizational goals ([Werwanas et al., 2024](#)). Leadership is the process of understanding the collective actions taken by people so that they understand and are willing to do it. Meanwhile, according to [Sutikno \(2014\)](#), leadership in organizations is directed to influence the people so that they are willing to act according to the expectations or directions of the leader. [Hasibuan \(2016\)](#) suggests three dimensions of leadership style: Authoritarian, Delegative, and Participatory. [Erman & Fahrobay \(2022\)](#) explain the indicators of leadership style as follows:

1. Telling: The leader behaves by giving clear instructions regarding the work to be done.

2. Selling: Leaders who implement the sales process to set tasks decisively while establishing intensive relationships with subordinates.
3. Participate: Leaders with low-task organization and low top-down relationships invite their subordinates to participate actively in decision-making.
4. Delegation: Leaders facing specific situations may use a leadership style with a low task orientation

Training consists of a series of actions by professionals to assist employees in improving work abilities and competencies that are useful for company effectiveness and productivity. In the face of challenges, employees need to do self-development. The provision of training programs in the company is very important because it can improve the ability and expertise of employees in carrying out their duties (Irfan et al., 2024). According to Pranogyo & Hendro (2022) stated that there are several indicators in training:

1. Training and development goals and objectives should be clear and measurable.
2. Trainers must be qualified experts (professionals)
3. Training and development materials must be tailored to the objectives to be achieved
4. Training and development methods must be adjusted to the ability level of employees who are participants.
5. Training and development participants must meet the specified requirements.

According to Kariyamin, et al., (2020), performance can be measured by achieving organizational goals, objectives, vision, and mission compiled in the organizational planning strategy. Achievement performance is influenced by two main factors: ability and motivation. According to Farisi, et al., (2020), motivation is a drive that arises from within a person because he is inspired, motivated, and encouraged to carry out activities sincerely, enthusiastically, and dedicatedly to produce sound and quality output. (Hidayat et al., 2024). According to Maslow in Sutrisno, 2016 (Fadilah, 2021), motivation indicators include:

1. Physiological work needs
2. The need for a sense of security
3. The need for social relationships, and
4. self-actualization needs.

### **Hyphoteses**

Based on several references and previous research, several hypotheses can be taken as follows:

1. Research by Burhanuddin and Maspawati Tokang with the title The Influence of Leadership on Employee Motivation at the Pajalele Water Resources Management Service, Tanasitolo District, Wajo Regency (Burhanuddin & Tokang, 2024). The research results show that Leadership Style positively and significantly affects Employee Motivation at the Pajalele Water Resources Management Service, Tanasitolo District, Wajo Regency.

**H1: Leadership Style has a significant effect on Motivation.**

2. Research by Firdaus, Pantun Bukit, and Fakhrol Rozi Yamali with the title The Influence of Leadership Style, Organizational Culture and Discipline on Motivation and Its Impact on Employee Performance at the Jambi Province Human Resources Development Agency published in J-MAS (Journal of Management and Science) in 2024 (Firdaus et al., 2024). From the path analysis test carried out, it is known that leadership style has a positive and significant influence on employee performance at BPSDM Jambi Province.

**H2: Leadership Style has a significant effect on Performance.**

3. Research by Erma Widyastuti and Habib Ismail, titled *The Influence of Organizational Culture, Education and Training on Employee Motivation and Performance at the Klaten Regency Inspectorate* (Widyastuti & Ismail, 2024). The research results show that training positively and significantly affects motivation.

**H3: Training has a significant effect on Motivation.**

4. Research by Badi' Zulfa Nihayati and Ucik Ana Fardila (Nihayati & Fardila, 2023) with the article titled *The Impact of Leadership Training on Behavior and Innovation Performance of Government Officials (Case Study: Supervisory Leadership Training at BPSDM East Kalimantan)*. The research results show a positive relationship between supervisor leadership training and the application of innovation, from cultivating innovation to achieving innovation performance in the training participants' work units. Research by Andi Irfan, Jumaidah and Yusri Ihza Mahendra Alfian. Article entitled *The Effect of Training and Work Commitment on Employee Performance at the Head Office for the Development of Quality Assurance for Vocational Education in Maritime Technology, Information and Communication (Bppmpv-Kptk) Gowa* (Irfan et al., 2024). The results of testing the training variable positively and significantly affect employee performance.

**H4: Training has a positive and significant effect on performance.**

5. Research by Ahmad Yani, Hapzi Ali, Yolanda Oktarina, Kusiana, and Silvia Sari entitled *The Influence of Competency and Motivation on the Performance of Employees at the Kerinci State Islamic Institute* (Yani et al., 2024). The research results show that motivation has a significant effect on employee performance. Research by Hastuti Mulang entitled *The Influence of Competency and Motivation on Employee Performance*. Mulang (2023) The results of the analysis show that motivation influences employee performance.

**H5: Motivation has a significant effect on performance.**

6. Research by Firdaus, Pantun Bukit, and Fakhrol Rozi Yamali entitled *The Influence of Leadership Style, Organizational Culture and Discipline on Motivation and Its Impact on Employee Performance at the Jambi Province Human Resources Development Agency* (Firdaus et al., 2024). Research shows that leadership style influences employee motivation and performance at BPSDM Jambi Province.

**H6: Leadership Style has a significant effect on Performance through Motivation.**

7. Research by Erma Widyastuti and Habib Ismail, entitled *The Influence of Organizational Culture, Education, and Training on Employee Motivation and Performance at the Klaten Regency Inspectorate* (Widyastuti & Ismail, 2024), shows that training has a positive and significant effect on employee motivation and performance, both directly and indirectly.

**H7: Training has a significant effect on Performance through Motivation.**

## Research Methods

The study was conducted using a quantitative approach with questionnaires. This research was conducted at BPSDM East Kalimantan Province, focusing on Motivation as Mediation (Intervening) in Leadership Style and Training in Performance Improvement—analysis using statistical analysis with Smart PLS application version 4.

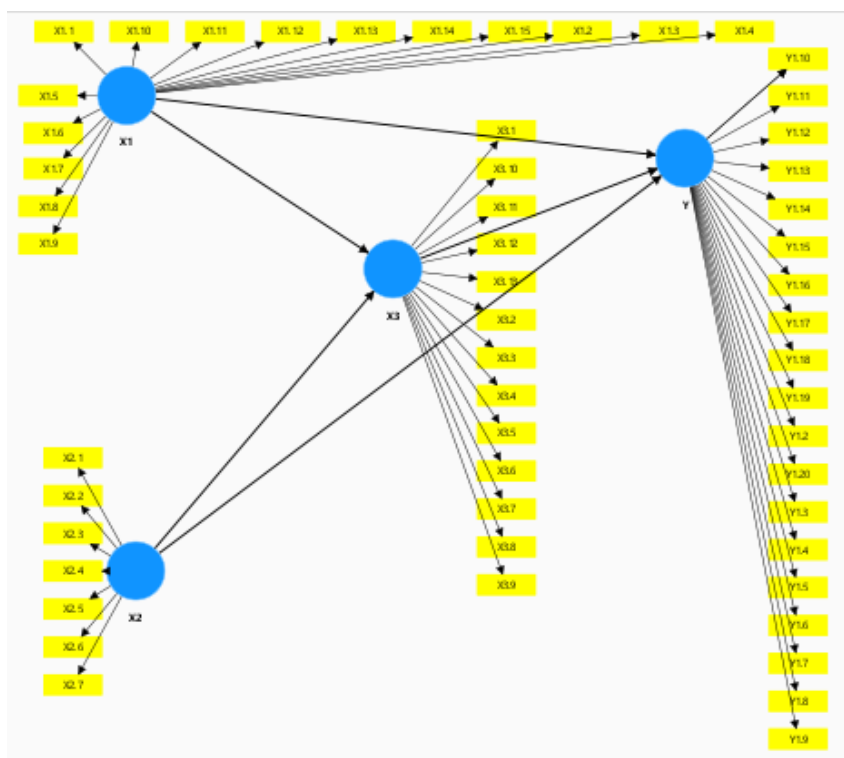
The analysis uses Structural Equation Modeling with Partial Least Squares (SEM-PLS) through two stages of testing, namely Evaluation of the Measurement Model (*Outer Model*) and Evaluation of the Structure Model (*Inner Model*). Measurement models are tested to evaluate indicators against latent variables to ensure validity and reliability. Figure 1 below is the initial structure of the research model. The research structure model consists of Exogenous variables in the form of Leadership Style (X1) and Training (X2). In contrast, the Endogenous



variables are Performance (Y) and Mediation (Intervening) variables in the form of Motivation (X3).

**Data Collection Methods**

Data was collected from participants of the Leadership Administrator (PKA) Batch X training at BPSDM East Kalimantan Province with a census, namely all members of the population of 38 (thirty-eight) people as samples and asked to complete questionnaires. Respondents were asked to approve statements representing research indicators using the Likert scale.



**Figure 1: Research Structure Model**

**Results and Discussion**

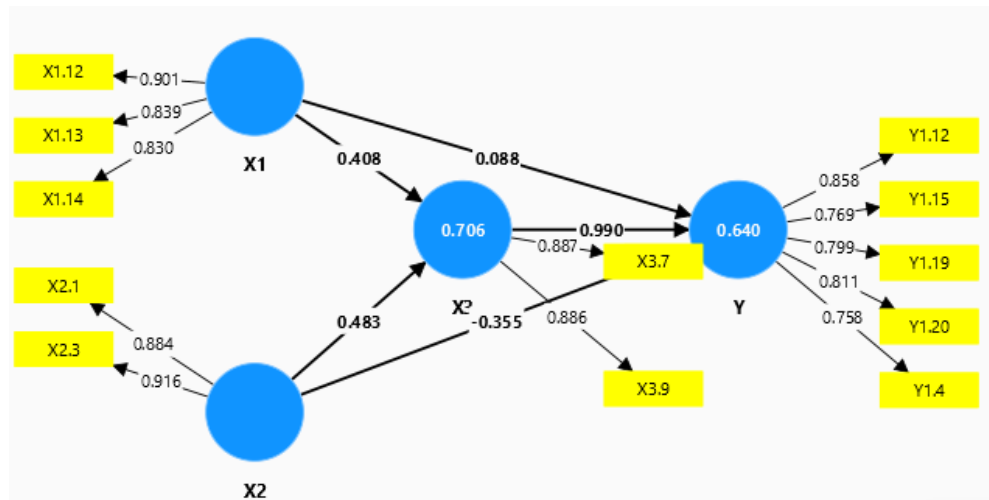
**Research Results**

**Table 1: Respondent Profil**

Variable	Parameter	Qty	(%)
Age	< 20	0	0
	20 - 35	0	0
	35 - 50	14	37
	>50	24	63
Gender	Male	19	50
	Female	29	50
Education	S3	0	0
	S2	31	82
	S1	7	18
	D3	0	0
<b>Total</b>		<b>38</b>	<b>100</b>

The respondents' profiles will provide an overview of the participants' backgrounds in terms of age, gender, and educational background. Table 1 shows the demographic profile of the respondent.

The first stage in evaluating is to perform an *outer model test*, in this case, the Convergent Validity test. Measurements are made through the *Loading Factor* and *Average Variance Extracted (AVE)*. These provisions are *outer loadings* > 0.7 and AVE values > 0.5. (Jatmiko et al., 2023).



**Figure 2. The outer structure of the model that meets the conditions**

In Table 2, after testing, the outer loadings value that has met the requirements is greater than 0.7. Table 2 shows that the AVE values for X1, X2, and X3 are also safe, greater than 0.5.

**Table 2: Eligible Outer Loadings Values**

	X1	X2	X3	Y
X1.12	0,901			
X1.13	0,839			
X1.14	0,830			
X2.1		0,884		
X2.3		0,916		
X3.7			0,887	
X3.9			0,886	
Y1.12				0,858
Y1.15				0,769
Y1.19				0,799
Y1.20				0,811
Y1.4				0,758

**Table 3: AVE value**

	Average Variance Extracted
X1	0,735
X2	0,810
X3	0,786
Y	0,640

The next step is the Discriminant Validity Test, which Fornell Larcker and Cross Loading determine, and reliability tests using Composite Reliability and Cronbach's Alpha values (where both values must be  $> 0.7$ ) (Adrin Hetharie & Rieuwpassa, 2023). In Table 4, the Fornell Larcker value of each variable has met the requirement; that is, the value of each variable is greater than the Fornell Larcker value between variables. For example, the values X1-X1 of 0.857 are greater than those of X1 with other variables.

**Table 4: Fornell Larcker values**

	X1	X2	X3	X4
X1	0,857			
X2	0,776	0,900		
X3	0,783	0,800	0,886	
Y	0,587	0,505	0,775	0,800

In Table 5, the *cross-loading* value of the indicator on the variable is greater than the *cross-loading value* of the indicator on other variables. This means that the Cross Loading value requirements have been met.

**Table 5: Cross Loading Values**

	X1	X2	X3	Y
X1.12	0,901	0,686	0,707	0,528
X1.13	0,839	0,740	0,646	0,479
X1.14	0,830	0,573	0,658	0,503
X2.1	0,664	0,884	0,647	0,444
X2.3	0,731	0,916	0,784	0,465
X3.7	0,697	0,627	0,887	0,738
X3.9	0,690	0,791	0,886	0,636
Y1.12	0,376	0,406	0,630	0,858
Y1.15	0,416	0,386	0,631	0,769
Y1.19	0,675	0,406	0,578	0,799
Y1.20	0,613	0,513	0,638	0,811
Y1.4	0,285	0,311	0,617	0,758

In Table 6, the Composite Reliability and Cronbach's Alpha values are all greater than 0.7, so they meet the requirements.

**Table 6: Construct and Validity**

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
X1	0,819	0,822	0,893
X2	0,767	0,779	0,895
X3	0,727	0,727	0,880
Y	0,859	0,859	0,899

Next, a Multicollinearity (VIF) test is performed. The assumption or condition in the Inner Model Partial Least Square (PLS) analysis is that there is no multicollinearity problem with the provision of a VIF value of  $< 5$  (Anggriawan et al., 2023). In Table 7, all VIF values are smaller than 5, so it can be concluded that this model does not have a multicollinearity problem.

**Table 7: Collinearity Statistics (VIF)**

	VIF
X1->Y	3,033
X2->X1	3.763
X2->Y	4,165
X3->X1	3,763
X3->Y	4,476

The SRMR and NFI models can measure model fit indexes. The model is considered a Fit if the SRMR value  $< 0.08$ , and if the NFI value  $> 0.05$ , it can be concluded that the model is a fit. (Anggriawan et al., 2023). The SRMR value of the model in Table 8 is 0.103 (more than 0.08), which means that the model is not fit, but if you look at the NFI value of 0.564 (greater than 0.05), then the model can be considered fit. Thus, based on the NFI value of the model, it can be said to be a fit.

**Table 8: Model Fit**

	Saturated Model	Estimated Model
SRMR	0,103	0,103
NFI	0,564	0,564

The coefficient of determination, which shows the magnitude of the influence of the exogenous latent variable on the endogenous latent magnitude, can be seen from the R Square value for the endogenous latent construct as the predictive force. In Table 9, R Square Adjusted X3 of 0.689 means that the relationship between the variables influences 68.9% of variable X3 studied, while other variables outside the model influence 31.1%. Similarly, R Square Adjusted variance Y of 0.609 means that the relationship between variables is 60.9% of the relationship between the variables studied, while other variables outside the model influence 39.1%.

**Table 9: R Square**

	R-square	R-square Adjusted
X3	0,706	0,689
Y	0,640	0,609

The next step is to examine the path coefficient used to determine the relationship between variables partially and whether the direction is positive or negative. Path Coefficients have a range of values between -1 to 1. In Table 10, the path coefficient X1 (Leadership Style) to Y (Performance) is 0.281, so it is positive or unidirectional. Similarly, for other variables, it is positive or unidirectional, except for the negative value of the path X2 (Training) to Y (Performance) of -0.379.

**Table 10: Path Coefficients**

	Path Coefficients
X1->Y	0,281
X2->X1	0,364
X2->Y	-0,379
X3->X1	0,485
X3->Y	0,791

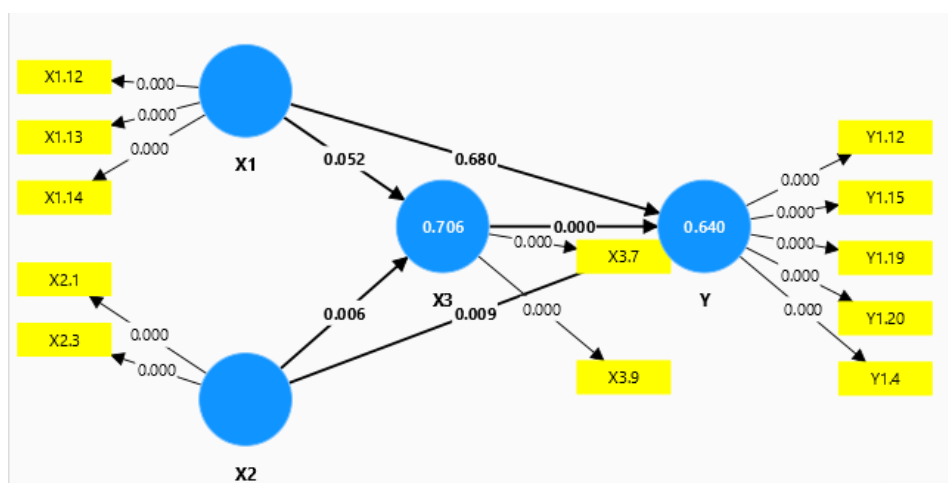


Figure 3.: Bootstrapping Results

The next step is to test the hypothesis to determine whether the relationship between the proposed variables is acceptable or rejected. Bootstrapping is used to assess the significance of the influence of a variable, with a p-value < 0.05 signifying significance (Jatmiko et al., 2023). In other words, if t counts > Zscore 1.96, then Ha is accepted, and H0 is rejected, meaning that the exogenous variable has a significant effect. Conversely, if t counts < Zscore 1.96, then H0 is accepted, meaning that the exogenous variable has no significant effect, or the value of P Values > 0.05, then Ha is rejected, and H0 is accepted, meaning that the exogenous variable has no significant effect.

Table 11: Path Coefficients Bootstrapping

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics	P values
X1->X3	0,408	0,391	0,210	1,944	0,052
X1->Y	0,088	0,122	0,213	0,412	0,680
X2->X3	0,483	0,505	0,177	2,723	0,006
X2->Y	-0,355	-0,361	0,137	2,601	0,009
X3->Y	0,990	0,965	0,201	4,924	0,000

In Table 10, it is known that the data obtained from bootstrapping results are as follows:

1. The variable X1 (Leadership Style) to X3 (Motivation) has a value of 0.408 with a positive relationship direction (unidirectional), and the value of T statistics is 1.944 < Zscore 1.96 or P values 0.052 > 0.05 then the hypothesis is rejected so that it can be concluded that X1 (Leadership Style) does not have a significant effect on X3 (Motivation).
2. The variable X1 (Leadership Style) to Y (Performance) has a value of 0.088 with a positive relationship direction (unidirectional), and the value of T statistics is 0.412 < Zscore 1.96 or P values 0.680 > 0.05 then the hypothesis is rejected so that it can be concluded that X1 (Leadership Style) does not have a significant effect on Y (Performance).
3. The variable X2 (Training) to X3 (Motivation) has a value of 0.483 with a positive relationship direction (unidirectional), and the value of T statistics is 2.723 > Zscore 1.96 or P values 0.006 < 0.05 then the hypothesis is accepted so that it can be concluded that X2 (Training) has a significant effect on X3 (Motivation).
4. The variable X2 (Training) to Y (Performance) has a value of -0.355 with a negative (opposite) relationship direction, and the value of T statistics is 2.601 > Zscore 1.96 or P

values  $0.037 < 0.05$  then the hypothesis is accepted so that it can be concluded that X3 (Motivation) has a significant effect on Y (Performance)

- The variable X3 (Motivation) to Y (Performance) has a value of 0.990 with a positive relationship direction (unidirectional), and the value of T statistics is  $4.924 > Zscore 1.96$  or P values  $0.000 < 0.05$  then the hypothesis is accepted so that it can be concluded that X3 (Motivation) has a significant effect on Y (Performance)

The equation of the structure of influence directly formed from the model:

- The Effect of Leadership Style (X1) and Training (X2) on Motivation (X3)  
 $X3 = b1.X1 + b2.X2 + e \rightarrow X3 = 0,408.X1 + 0,483.X2 + e$
- The Effect of Leadership Style (X1), Training (X2), and Motivation (X3) on Performance (Y)  
 $Y = b1.X1 + b2.X2 + b3.X3 + e \rightarrow Y = 0,088.X1 - 0,355.X2 + 0,990.X3 + e$

Next is to look at the indirect influences formed from the model:

- The influence of leadership style (X1) on performance (Y) through motivation (X3):  
 $Y = b1.X1 + b2.X3 + e \rightarrow Y = 0,404.X1$
- The effect of training (X2) on performance (Y) through motivation (X3):  
 $Y = b2.X2 + b2.X3 + e \rightarrow Y = 0,479.X2$

**Table 11: Specific Indirect Effects**

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics	P values
X1->X3->Y	0,404	0,367	0,200	2,019	0,044
X2->X3->Y	0,479	0498	0,213	2,244	0,025

In Table 11, it is known that the data obtained from bootstrapping results are as follows:

- The variables X1 (Leadership Style) to Y (Performance) through X3 (Motivation) have a value of 0.404, which means a positive effect (unidirectional), and the value of T statistics has a value of  $2.019 > Zscore 1.96$  or P values  $0.044 < 0.05$  which means a significant effect. It can be concluded that X1 (Leadership Style) indirectly on Y (Performance) through X3 (Motivation) has a significant effect of 0.404, or in other words, the variable X3 (Motivation) can mediate and increase the value of Y (Performance) in line with research by Firdaus et al., (2024).
- The variables X2 (Training) to Y (Performance) through X3 (Motivation) have a positive value (unidirectional) of 0.479, and the value of T statistics has a value of  $2.244 > Zscore 1.96$  or P values  $0.025 < 0.05$ , which means a significant effect. It can be concluded that the variable X2 (Training) indirectly on Y (Performance) through X3 (Motivation) has a significant effect of 0.479 or in other words, the variable X3 (Motivation) can be a mediation that increases the value of Y (Performance) and changes from negative (opposite) to positive (unidirectional). In line with research by Erma Widyastuti and Habib Ismail entitled The Influence of Organizational Culture, Education and Training on Employee Motivation and Performance at the Klaten Regency Inspectorate (Widyastuti & Ismail, 2024).

## Discussion

### Direct Relationship Analysis

Variable X1 (Leadership Style) on X3 (Motivation) is 0.408; in other words, Leadership Style has a strong positive influence value. This means that every 1 unit change in leadership style will be able to increase motivation by 0.408 that aligns with research by [Burhanuddin & Tokang \(2024\)](#). However, the T-statistic value (1.944) and P-value (0.052), which means the T-statistics value  $< 1.96$  and  $P > 0.05$ , indicate that the relationship is not significant. This means that statistically, the results are in line with previous research but are not strong enough to prove a relationship between the two variables. This may be due to the sample size of only 38 people, all leaders from several agencies in East Kalimantan Province. This is certainly much less than the research sample conducted by Burhanuddin and Tongkang (2024), which amounted to 133 people consisting of leaders and subordinates from the Pajalele Water Resources Management office, Tanasitolo District, Wajo Regency.

The variable X1 (Leadership Style) to Y (Performance) has an influence value of 0.088 (positive), indicating a very weak positive relationship. This means that any change in 1 unit of leadership style will be able to increase Performance by 0.088 that aligns with research from Firdaus, Pantun Bukit, and Fakhrol Rozi Yamali ([Firdaus et al., 2024](#)). However, the T-statistic of 0.412 and the value of P: 0.680 indicate that this relationship is insignificant, so the significance is not in line. This means that statistically, the results are in line with previous research but are not strong enough to prove a relationship between the two variables. This may be because the sample size is only 38 people, much less than the research of Firdaus, Pantun Bukit, and Fakhrol Rozi Yamali. The sample in this study was BPSDM Jambi Province employees, totaling 90 employees (ASN).

The variables X2 (Training) to X3 (Motivation) have a value of 0.483 with a fairly strong positive (unidirectional) relationship direction. This means that every change in 1 unit of motivation will be able to increase motivation by 0.483. The statistical T value is 2.723, and the P value is 0.006. Then, the hypothesis is accepted, so it can be concluded that X2 (Training) significantly affects X3 (Motivation) that aligns with research from [Widyastuti & Ismail \(2024\)](#).

The variable X2 (Training) to Y (Performance) has a value of -0.355 with a negative (opposite) relationship direction. This means that each change in 1 unit of motivation will be able to reduce performance by 0.355. The statistical T value is 2.601 or the P value is 0.037, and then the hypothesis is accepted, so it can be concluded that X2 (Compliance) significantly affects Y (Performance). This is not in line with the research of Badi' Zulfa Nihayati and Ucik Ana Fardila ([Nihayati & Fardila, 2023](#)) and research from Andi Irfan, Jumaidah and Yusri Ihza Mahendra Alfian ([Irfan et al., 2024](#)). This is because most of the training participants in the sample are over 50 years old (63%), so because they are approaching retirement age, they may think that training will only be a waste of time and will cause their work to be neglected.

The variables X3 (Motivation) to Y (Performance) have a value of 0.990 with a strong positive (unidirectional) relationship direction. This means that each change in 1 unit of motivation will be able to increase Performance by 0.990. A statistical T value of 4.924 or a P value of 0.000 indicates significance, so the hypothesis is accepted, and it can be concluded that X3 (Motivation) has a significant effect on Y (Performance). This is in line with the research of Ahmad Yani, Hapzi Ali, Yolanda Oktarina, Kusiana, and Silvia Sari ([Yani et al., 2024](#)), and research from Hastuti Mulang ([Mulang, 2023](#)). Thus, increased employee motivation will significantly improve their Performance. This shows the importance of strategies focusing on increasing motivation to optimize employee performance. Based on the discussion above, it is necessary to do the following:

1. Focus on Increased Motivation: Since motivation has proven to be a significant mediator in improving performance, it should focus on strategies that can increase employee motivation, such as effective leadership development and training programs.

2. **Training Program Evaluation and Redesign:** Given that training can have a direct negative effect on performance but can become positive through motivation, there needs to be an evaluation of the current training program. Training should be designed to improve skills and motivate employees so that their application in daily work can be more effective.
3. **Leadership Style Development:** Although the direct influence of leadership style on performance is not significant, the indirect influence through motivation is significant. This shows the importance of leadership in motivating employees to improve overall performance.

#### *Indirect Relationship Analysis*

The variable X1 (Leadership Style) to Y (Performance) through X3 (Motivation) has a value of 0.404, which means a positive effect (unidirectional), and a statistical T value has a value of 2.019 or P value 0.044, which means a significant effect. It can be concluded that X1 (Leadership Style) indirectly on Y (Performance) through X3 (Motivation) has a significant effect of 0.404, or in other words, the variable X3 (Motivation) can mediate and increase the value of Y (Performance).

The variables X2 (Training) to Y (Performance) through X3 (Motivation) have a positive (unidirectional) value of 0.479, and the statistical T value has a value of 2.244 or P values of 0.025, which means it has a significant effect. It can be concluded that the variable X2 (Training) indirectly on Y (Performance) through X3 (Motivation) has a significant effect of 0.479 or in other words, the variable X3 (Motivation) can be a mediation that increases the value of Y (Performance) and changes from negative (opposite) to positive (unidirectional).

Based on the discussion above, it is necessary to do the following:

1. **Complete Mediation by Motivation for Leadership Style:**

Managerial interventions should focus on improving leadership styles that can motivate employees effectively because the significant influence on performance only occurs through motivation. Leadership development programs should strengthen leaders' ability to motivate their teams.

2. **Partial Mediation by Motivation for Training:**

Training should be evaluated to ensure that the methods used improve skills and employee motivation. Since training has a direct negative influence on performance, it is necessary to examine what aspects of training are likely to cause a direct decline in performance and how these aspects can be improved or changed. Effective training should be designed to increase employee motivation so that the positive effect on performance can be maximized through motivation.

The results showed that Motivation (X3) plays an important role in mediating the relationship between Leadership Style (X1) and Performance (Y), as well as the relationship between Training (X2) and Performance (Y). In the case of Leadership Style, motivation mediates fully (complete mediation), while in the case of Training, motivation mediates partially (partial mediation). This suggests that to improve employee performance, managerial interventions should focus not only on training and leadership styles but also on strategies that effectively increase employee motivation.

#### **Conclusion**

The research results show that Motivation (X3) plays an important role in mediating the relationship between Leadership Style (X1) and Performance (Y), as well as the relationship between Training (X2) and Performance (Y). Regarding the effect of leadership style on performance, motivation can be mediated fully (complete mediation). Meanwhile, in terms of



Training on Performance, motivation partially mediates (partial mediation). This suggests that to improve employee performance; managerial interventions must focus not only on training and leadership style but also on strategies that effectively increase employee motivation.

Based on the conclusions that have been conveyed above, the suggestions that can be given are as follows:

1. Leadership Style: Improve leadership style through development programs focused on employee motivation. Inspirational leaders can significantly improve team performance.
2. Training:
  - a. Soft Skills Training: Trains leaders in communication, empathy, and interpersonal skills to increase employee motivation.
  - b. Program Evaluation and Optimization: Evaluate and optimize training programs to address performance issues.
  - c. Integrating Motivation in Training: Design training to improve technical skills and employee motivation, minimizing negative impacts and maximizing positive performance impacts.
  - d. Feedback from Trainees: Collect and analyze feedback to identify areas of improvement, ensure training meets needs, and encourage the application of skills.
3. Motivation :
  - a. Employee Motivation Initiatives: Implement recognition and rewards, career development, and a better work environment.
  - b. Employee Engagement: Increase employee involvement in decision-making to increase ownership and commitment to organizational goals.
  - c. Continuous Assessment and Development: Regularly assess and develop strategies to maintain and increase employee motivation.

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