



THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND TRAINING ON EMPLOYEE PERFORMANCE OF BADAN KEPEGAWAIAN DAERAH (BKD) KABANJAHE, KAB. KARO

Andrian Felix Gerson Nainggolan¹, Rotua Chyntia Sembiring² and Cut Fitri Rostina^{3*}

^{1,2,3}Management, Faculty Of Economic, Universitas Prima Indonesia,
Jl. Sampul No.4, Sei Putih Timur, Medan, 20118, Indonesia

*E-mail: cutfitri@unprimdn.ac.id

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ABSTRACT

Employee performance has an impact on a company's performance. This needs to be improved in the direction of meet the company's objectives. Employee performance can be improved through good leadership, high employee motivation, and employee training. The purpose of this research is to determine the impact of leadership, motivation, and training on employee performance, both individually and collectively. The descriptive and quantitative research methods were used. Observations, and interviews with BKD employees from Karo Regency were used to collect data. The interview technique was carried out in an unstructured manner using questionnaire. Data analysis using Test T and Test F. Analysis results show that leadership has a significant impact on employee performance; work motivation has a significant impact on employee performance; training has an impact on employee performance; and all three together have an impact on employee performance. Variable work discipline as the most dominant variable affecting employee performance.

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1. Introduction

Currently, the industrial or business world is experiencing rapid development. This causes competition between economic actors to become more intense. In order to anticipate all existing risks, the industry needs to prepare various strategies for achieving industry goals to the maximum. The goals of a company can be achieved optimally if accompanied by good cooperation between human resources and other resources.

Human Resources (HR) is an important component in an organization or company. Human Resources in the organization needs to be managed professionally in order to realize a balance between employee needs and the demands and ability of the organization to produce performance. This means that HR management requires HR management. HR management is very important for organizations in processing, organizing, and utilizing employees productively to achieve organizational goals (Hendra, 2020).

The success or failure of an organization in achieving its goals is determined by each individual's ability to complete the tasks assigned to them. One of the efforts made in improving employee performance is with leadership practices. In management, leadership is very important because good leadership will affect the process that takes place well so that the existing staff will become more enthusiastic in carrying out their duties. This will have an impact, namely increased employee performance.

In the application of leadership in order to achieve company goals, motivation is also needed from the employees involved. Motivation is a factor that encourages people to do things something to carry out a certain activity (Farisi et al., 2020). It can be said that motivation is a driving factor for a person's behavior, which makes a person excited about carrying out existing activities and feel happy about these actions.

The leadership abilities that a person has must also be accompanied by the ability to motivate employees in a team. This is because, after all, these individuals work together to achieve the company's targets or goals. Good leadership and the motivation built will be able to influence the performance of an



employee of a company. Carrying out the tasks that have been given with high enthusiasm will affect the performance that will be achieved if it is accompanied by the ability of experts in their fields.

A person's ability to do something can be honed if the individual is willing to practice diligently. Abilities must continue to be improved because of problems in the world of work that are developing all the time, making it necessary to solve new problems as well. Attending various appropriate training can help you develop your abilities. The training held can also be interpreted as one of the ways used by a company to improve the quality of its employees (Marjaya & Pasaribu, 2019). These three factors, namely: leadership, work motivation, and training, are very necessary for a company if it wants to develop its human resources.

However, from the results of the researcher's initial observations, in fact, in BKD Karo Regency, the existing leaders did not fully carry out their responsibilities and did not build good communication with the BKD employees of Karo Regency. The lack of communication that is established also causes insufficient employee motivation, so that employees are not optimal in carrying out their duties. These two things were also accompanied by the lack of enthusiasm of workers in BKD Karo Regency in participating in training activities. The factors that have been presented are based on working conditions in BKD Karo Regency, which can cause the company's performance to decrease and prove that cooperation between employees in BKD Karo Regency is poor.

Based on the presentation of these issues, researchers are inclined to concentrate on "The Influence of Leadership, Motivation, and Job Training on Employee Performance." The purpose of the research was to test and analyze the effect of leadership style on the performance of employees; to test and analyze the influence of motivation on employee performance; to test and analyze the effect of training on employee performance; and to test and analyze the influence of leadership style, motivation, and training on employee performance.

2. Methods

In this study, a descriptive quantifiable method was used. Quantitative methods are research methods based on the positivist philosophy that are used to investigate a specific sample from the population (Sugiyono, 2019). The research design carried out is:

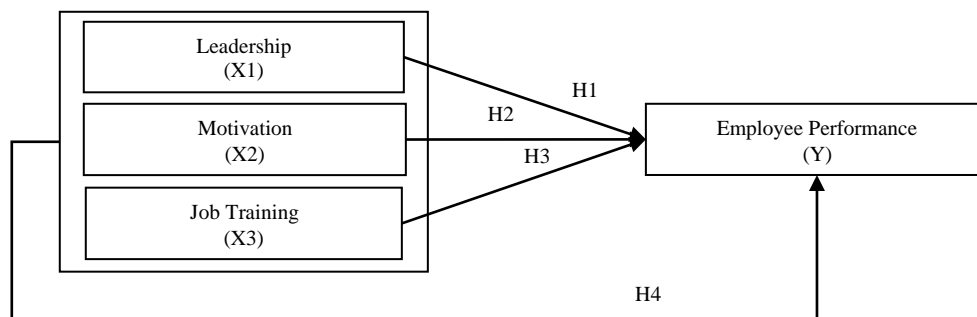


Figure 1. Research Framework

This study's population consisted of all BPK employees at Karo Regency, a total of 30 respondents. The sampling technique used is the Saturated Sampling Technique, which is a technique of determining a sample if all members of the population will be used as a sample in the study, which can be called a small-scale census (Sugiyono, 2018). The data sources used are divided into primary and secondary data. Primary data was collected through interviews and distributed questionnaires directly to employees of the Regional Personnel Agency. Secondary data used is literature and previous research related to the problem under study. Data collection was carried out using research instruments in the form of questionnaires distributed to respondents, interviews with employees, and observations. In addition, researchers conduct documentation studies to find out information related to company profiles, employee data, and other theories as research references.

The data analysis carried out is an instrument trial, classical assumption test, and hypothesis test (Test, F Test, and Coefficient of Determination Test). The results of the instrument trial showed that all the points of statements in the research instrument can be said to be valid because the Rhitung results are greater than



Rtabel, while for reliability test measurements using Alpha Cronbach's, which shows that the value of Alpha Cronbach's is greater than 0.6, it can be said that the instrument used is reliable to use.

3. Results and Discussion

3.1. Results

a. Descriptive Statistics

Descriptive analysis is used to describe the condition of each variable. This description includes the variables of leadership, motivation, training, and performance of BKD employees of Karo Regency in the form of a questionnaire that is distributed. The data obtained from each variable is as follows:

Table 1
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership (X1)	30	27.00	50.00	38.6000	5.28890
Motivation (X2)	30	30.00	50.00	38.2333	4.98746
Job Training (X3)	30	30.00	55.00	41.9000	6.15518
Employee Performance (Y)	30	32.00	60.00	46.6667	7.24132
Valid N (listwise)	30				

Descriptive statistics related to a dataset are capable of being described or inferred. From the results of the existing analysis, the measurement of the leadership variable of 30 respondents obtained the lowest score of 27, with the highest average score of 50 achieved, namely 38.6 and deviation of 5.28890. For the results of measuring the motivation variable, the lowest score of 30 was obtained, the highest score was 50, the average was worth 38.2333, and the deviation was worth 4.98746. The results of measuring the training variable from 30 respondents obtained the lowest score of 30, as well as the highest score of 55, the average value of 41.9000 and the SD value of 6.15518. As for the employee performance variable, it has the lowest score of 32 and the highest score is worth 60. The average is 46.6667 and the SD is 7.24132.

b. Validate Classical Assumption

The classical assumption test is used to find out if the data obtained when carrying out the study meets or corresponds to certain criteria. The classical assumption test is sanctioned before the hypothesis test is carried out. The classical assumption in this research is Normality Test using Kolmogorov Smirnov with Sig value. The data used is normally distributed, which means 0.200 is greater than 0.05, so the data can be said to be normally distributed.

Table 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.99670286
Most Extreme Differences	Absolute	.122
	Positive	.084
	Negative	-.122
Test Statistic		.122
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 3
Multicholnearuty Test

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	Leadership (X1)	.650	.392	.235	.666	1.501
	Motivation (X2)	.731	.408	.247	.517	1.934
	Training (X3)	.715	.444	.273	.576	1.736

The Multicholnearuty Test in this study provided the results of the analysis of the tolerance value of each variable, namely in the leadership variable of $0.666 > 0.1$; motivation of $0.517 > 0.1$; and training was $0.576 > 0.1$. The VIF value of each independent variable in the form of leadership is worth $1.501 < 10$;

motivation is worth $1.934 < 10$; and training is worth $1.736 < 10$, which means that in the data of this study there is no multicollinearity.

Table 4
Heteroskedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	6.516	3.575		1.823	.080
	Leadership (X1)	-.012	.095	-.029	-1.130	.898
	Motivation (X2)	-.181	.114	-.410	-1.593	.123
	Training (X3)	.100	.087	.278	1.138	.265

Next up is the Heteroskedasticity Test. The results of the analysis of heteroskedasticity test data showed that the Sig value leadership (X1) variable of 0.898 sig value. The motivation variable (X2) is 0.123, the value of which is Sig. training variable (X3) of 0.265, which is all more than 0.05. This means that the independent variable data in this study avoided the symptoms of heteroskedasticity and was suitable for use to test the study with a multiple linear regression model.

c. T-Test

In this study, hypothesis testing with the Its method was conducted to test how each independent variable affected the dependent variable. The T Test is used in hypothesis testing to answer the first, second, and third hypotheses. Table 4 shows the results of the hypothesis testing analysis using the T Test.

Table 4
T-Test Analysis Result

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	-5.353	6.858		-.781	.442
	Leadership (X1)	.394	.182	.288	2.172	.039
	Motivation (X2)	.498	.219	.343	2.280	.031
	Training (X3)	.424	.168	.360	2.524	.018

The simple linear regression coefficient has a positive value, which means that the leadership adds one unit and the performance employee adds 0.394 units. The value of the simple linear regression coefficient is positive, indicating that motivation adds one unit and employee performance adds 0.498 units. The simple linear regression coefficient has a positive value, which means that while training jobs add one, performance employees add 0.424 units.

According to the table of the results of the T Test analysis, the effect of X1 on Y is $0.039 < 0.05$. As a result, variable X1 has an effect on variable Y. The table also shows a $0.031 < 0.05$ effect of X2 on Y. This indicates that variable X2 has a significant influence on variable Y. In the table of test T analysis results, it can also be seen that the effect of X3 on Y is $0.018 < 0.05$, indicating that variable X3 has a significant influence on variable Y.

d. F Test

The F test is used to assess the impact of independent variables on dependent variables when they are tested together or simultaneously. Table 5 shows the results of the F Test analysis in this study.

Table 5
F Test Analysis Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1057.431	3	352.477	19.783	.000 ^b
	Residual	463.235	26	17.817		
	Total	1520.667	29			

According to the F Test above, the calculated F value is greater than the F value, which is $19.783 > 2.96$, with a Sig value of $0.000 < 0.05$. This indicates that the variables have a significant influence on variable Y when used together or simultaneously.



e. Coefficient of Determination Test

Acclimated calculate the percentage of effect that X1, X2, and X3 have on Y. This test will determine how much an independent variable contributes to the dependent variable. The coefficient of determination analysis results are shown in Table 6.

Table 6
Coefficient of Determination Test Analysis Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.695	.660	4.22099

Table 6 displays the findings of this study's coefficient of determination analysis. According to the findings of the analysis, the value of R square is 0.695, or 69.5 percent. The figure depicts the magnitude of the influence or magnitude of X1, X2, and X3 on the variable Y of 69.5 percent, simultaneously or combined, while the remainder is influenced by factors from other variables outside this study or error values.

The correlation coefficient of X1, X2, and X3 to Y is 0.834, indicating that leadership, motivation, and training are positively related to employee performance. If X1, X2, and X3 grow, so does Y, and vice versa. It can also be stated that leadership, motivation, and training are all linked to employee performance, and the interpretation of the level of correlation (relationship) is in the very high category, with a coefficient interval between 0.800 and 1.000.

3.2. Discussion

a. Leadership and Employee Performance

Leadership based on study results was obtained from the results of a questionnaire distributed to employees, totaling 30 employees, which had a substantial and positive effect on employee performance. After hypothesis testing with the T Test, a significance value of less than 0.05 was obtained, indicating that Ha is accepted and H0 is rejected.

Performance has an important meaning for an employee because performance is likened to a benchmark or achievement for an employee. A leader with good leadership traits is needed to achieve good performance. Good leadership will make employees more excited and comfortable in the work environment so that they can improve the performance of these employees. Leadership is a leader's behavior that respects and empowers others and their environment as a place of sharing (Asbari et al., 2019).

The effectiveness of leadership performance is able to provide movement encouragement to a person or group of parties towards the goal to be achieved, to be used as a role model and role model. On the contrary, if the leader has a position as a figure only and does not have influence and capability in leading, it will result in weakening the organization's performance due to the absence of the ability to provide the best performance.

Previous research has found that partial leadership has a positive and significant impact on employee performance (Afandi & Bahri, 2020). Other studies support this by mentioning something similar: where leadership has a direct influence on performance, the higher the leadership, the higher the performance of a person (Purwanto et al., 2020).

b. The Influence of Motivation on Employee Performance

Motivation is a drive that comes from within a person. The findings of this study's data analysis revealed that Employee performance is significantly influenced by motivation. Another study discovered that motivation has a positive effect on salter performance (Ilham et al., 2020). Work motivation, according to the study's findings, has a significant influence on performance of up to 47 percent (Kartini & Kristiawan, 2019).

By increasing employee motivation, the resulting performance will increase. This happens because employees will not feel corrected in completing a task and will feel that they have a great responsibility for the task at hand because the task is carried out on their own will and motivation. A motivated employee will usually try to show that he is able to complete the entire work. Research shows that work motivation positively affects employee performance significantly (Pangastuti et al., 2020). Other research findings indicate that work motivation has a positive and significant impact on performance (Garaika, 2020).

According to the study's results, motivation has an effect on employee performance. Therefore, the motivation to work owned by employees must be high, so that companies must play a role in motivating their employees, in the form of rewards for good performance or high bonuses to employees who perform well, so that employees have the impetus to provide the best performance.



c. The Influence of Training on Employee Performance

The conclusion has been reached based on the findings of the partial analysis that training has an effect on employee performance. Training is a program that is prepared to develop a person's talents or expertise in the field they are engaged in. The development of abilities that are felt after participating in the training will bring changes to the performance that has been carried out so far. There is a more rapid development in the ability carried out. It indicates that the training carried out is classified as good and qualified training. As such an outcome, extensive training will influence the performance of employees who improve.

Previous research stated that training partially affects employee performance through the results of calculations that have been carried out. A calculated *t* value of 2.638 with a significance level of 0.00 is smaller than 0.05 (Elizar & Tanjung, 2018). Continuous training and development opportunities, especially for new members, will allow them to continue to develop to pursue their ambitions and ideals, and in the end, will make themselves more independent. It will also increase work performance towards the organization and work they are engaged in.

d. Leadership, Motivation, and Training Effects on Employee Performance

Improved employee performance is one of the indicators of an organization's effectiveness in managing human resources. With increased employee performance, the goals of an institution will be reached faster and to a maximum. As a result, extensive training will have an effect on performance of employees who improve (Carpini & Parker, 2017).

Based on research that has been carried out, it was found that employee performance is influenced by several things, namely leadership ability, work motivation, and training that has been carried out by the employee. Previous research has found that integrating leadership, work motivation, and training improves employee performance (Sihaloho, 2021).

Good leadership will influence the actions of others in order to achieve the desired end goal. In leadership, there are several leadership styles used. The three leadership styles in question are authoritarian leadership, democratic leadership, and free leadership (Andi et al., 2020). As an outcome, having leaders who guide, accompany, empower, and mentor their followers is critical, as is enhancing their capacities and abilities by providing them with adequate space to carry out their tasks in accordance with recognized standards (Ángeles López-Cabarcos et al., 2022).

The right leadership will be able to bring a group or institute to easily achieve the desired goal. This will indirectly motivate someone to do the existing work in a positive way and develop the abilities of existing employees. In the end, with the right leadership, high employee motivation, and ability training experience that is constantly honed, will further improve the performance of an employee, which will also improve the company's performance.

4. Conclusion

Based on the results of hypothesis tests conducted in relation to existing problems, the following conclusions can be drawn:

- 1) According to the findings of the partial test, leadership has a significant impact on the performance of employees at the Karo Regency Regional Personnel Agency.
- 2) According to the results of a partial analysis with Test *T*, motivation has a significant influence on the performance of employees of the Regional Personnel Agency of Karo Regency.
- 3) Based on the findings of the partial hypothesis test, it was determined that employee training will have an impact on the performance of employees at the Regional Personnel Agency of Karo Regency.
- 4) Based on the analysis results table, it was concluded that the leadership, work motivation, and training implemented had an impact on the performance of employees at the Regional Personnel Agency of Karo Regency.

Reflecting on the presentation and data analysis that has been carried out, the advice that researchers can give is for future researchers to be able to implement and practice a number of aspects related to research as well as add a number of other independent variables that have an influence on employee performance in order to further maximize research results.

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