

THE EFFECT OF LEADERSHIP AND TRAINING ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT THE PATUMBAK DISTRICT OFFICE

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Abstract

This study aims to analyze the influence of leadership and training on employee performance with work motivation as an intervening variable at the Patumbak Sub-district Office. The approach used was quantitative with a population of 31 respondents who were all sampled through a saturated sampling technique. Data were collected through questionnaires and analyzed using SPSS version 25 through validity, reliability, classical assumptions, t-test, F-test, coefficient of determination, and path analysis. The results showed that leadership and training had a positive and significant effect on employee work motivation and performance. In addition, work motivation was also proven to have a positive and significant effect on performance, and acted as an intervening variable between leadership and training on performance. These findings confirm that effective leadership and appropriate training can increase motivation and have a direct impact on improving employee performance in the government environment.

Keywords: Employee Performance, Leadership, Work Motivation, Training.

A. INTRODUCTION

Leadership plays a strategic role in directing and developing human resources in government agencies. Effective leaders are able to motivate, guide, and create a productive work environment so that organizational goals can be optimally achieved. Fauzan (2023) explains that organizational goals will be achieved if leaders are able to implement effective leadership, while ineffective leadership can lead to distrust and instability within the organization (Fauzan, 2023). Therefore, good leadership is a crucial factor in maintaining employee stability, performance, and morale (Aziz et al., 2025). In the context of a public organization such as the Patumbak Sub-district Office, adaptive and communicative leadership plays a crucial role in maintaining coordination, discipline, and improving employee performance in providing services to the public.

In addition to leadership, training also plays a crucial role in improving employee skills and competencies. According to Rivai (2015) in Sandora & Permadani, 2021, training is an activity aimed at improving employee performance capabilities, both for current needs and to meet future demands. Through appropriate and continuous training, employees are expected to adapt to the increasingly complex dynamics of public service. Effective training focuses not only on improving technical skills but also on strengthening professional attitudes, responsibility, and the ability to interact with the public.

Work motivation is an internal factor that contributes to employee performance success. Yani et al. (2024) explain that performance success is greatly influenced by the level of work motivation; without motivation, employees tend to work routinely without the drive to achieve

optimal results (Yani et al., 2024). Work motivation drives an individual to take actions that result in improved performance along with increased encouragement and recognition. According to Afandi (2018:29) in (Mubarak et al., 2022), work motivation can be seen from several indicators, including remuneration, working conditions, work facilities, work achievements, recognition from superiors, and the work itself. Therefore, providing rewards, improving work facilities, and creating a conducive work environment are important steps in building employee motivation.

The synergy between leadership, training, and work motivation is expected to drive overall improvements in employee performance. Optimal employee performance will directly contribute to the effectiveness of public services and increase public trust in local government. Based on this, this study aims to analyze the influence of leadership and training on employee performance, with work motivation as an intervening variable, at the Patumbak Sub-district Office.

B. LITERATURE REVIEW

Leadership

According to Pettalongi et al. (2024), leadership is an activity or action in influencing others to work together to achieve a desired goal (Pettalongi et al., 2024). Leadership is not only about influencing but also encouraging collaboration by inviting others to work together and building synergy within a team to achieve a goal. According to Prayudi et al. (2022), leadership is a person's ability to inspire, direct, and guide individuals or groups to achieve set goals with their own will and enthusiasm without pressure (Prayudi et al., 2022). Leadership is not only about motivating, moving, or directing an individual or group, but also about how to make the individual or group work voluntarily, enthusiastically, and without pressure.

According to Prayudi et al. (2022), there are 10 indicators of effective leadership (Prayudi et al., 2022), namely:

- 1) Have a Vision
- 2) Able to Make Strategic Plans
- 3) Have Integrity
- 4) Ability to Influence Others
- 5) Ability to Set an Example
- 6) Ability to Make Decisions
- 7) Ability to Communicate Effectively
- 8) Know How to Develop a Team
- 9) Transparency
- 10) Goal-Oriented

Training

Training is a crucial aspect of improving employee performance. Through training, employees can acquire knowledge and skills related to their jobs, making tasks and responsibilities easier to complete. According to Rivai (2015) in Sandora and Permadani (2021), training is viewed as a form of activity aimed at improving employee performance, both now and to meet future demands (Sandora & Permadani, 2021). Meanwhile, according to Aribowo (2023), training is a crucial part of any organization, especially in the face of rapidly changing business environments. Through training, employees are expected to develop and be better prepared to face the challenges of a dynamic workplace (Aribowo et al., 2023).

According to Rozalena & Dewi (2017) in Sahir et al. (2023), training consists of a series of planned and structured activities aimed at improving competency, experience, and expertise, as well as broadening insight and improving individual attitudes (Sahir et al., 2023). Training not only improves competency but also fosters positive changes in participants'

attitudes. Mangkunegara (2013) in Sahir et al. (2023) put forward several indicators that can influence training in organizations (Sahir et al., 2023), including:

- 1) Instructor or Teacher
- 2) Participants
- 3) Material
- 4) Method
- 5) Objectives
- 6) Targets

Performance

According to Mangkunegara (2005), employee performance is the quality and quantity of work achieved by employees while carrying out their assigned tasks (Aribowo et al., 2023). Performance is not only measured by the quantity of output produced, but also by the quality of the work performed. Performance significantly impacts an organization's future; good performance will lead to improved performance (Yani et al., 2024).

According to Khaeruman et al. (2021), performance is the achievement of work results or accomplishments based on a target that must be achieved by employees within a certain timeframe, in accordance with their duties and functions (Khaeruman et al., 2021). Pettalongi et al. (2024) define employee performance as the contribution made to the organization, including the quantity and quality of output, timeframe for completion of work, attendance rate, and employee cooperative work attitude (Pettalongi et al., 2024). This definition provides a broader understanding of performance, as it encompasses various aspects such as work productivity, time efficiency, employee discipline, and teamwork. In other words, performance is measured not only by work results but also by behavioral aspects that support an organization's success.

According to Mathis and Jackson (2002) in (Silaen et al., 2021), employee performance indicators are:

- 1) Quantity of Work
- 2) Quality of Work
- 3) Time Utilization
- 4) Attendance Rate (Absenteeism)
- 5) Collaboration

Work motivation

Mangkunegara (2010) defines motivation as a state that can influence an individual to stimulate, direct, and maintain behavior related to their environment (Khaeruman et al., 2021). Motivation is not merely a temporary drive, but also a continuous factor in shaping a person's behavior in relation to the work environment. Motivation plays a role in motivating work enthusiasm, directing individuals to achieve specific goals, and maintaining consistent performance.

According to Bangun (2012), work motivation is a state that drives or motivates an individual to carry out a task or activity, carried out consciously (Sukaisih et al., 2022). According to Pettalongi et al. (2024), work motivation is a stimulus or impetus for an individual that leads them to perform an action or activity. This stimulation or impetus can originate from within or outside the individual (Pettalongi et al., 2024).

According to Afandi (2018) in (Mubarak et al., 2022), the indicators of work motivation are as follows:

- 1) Compensation
- 2) Working Conditions
- 3) Work Facilities
- 4) Work Performance

- 5) Recognition from Superiors
- 6) The Work Itself

C. RESEARCH METHODOLOGY

This study employed a quantitative approach. Quantitative research utilizes statistical data processing tools, resulting in numerical results (Sahir, 2021). The population consisted of 31 respondents, all of whom served as the research sample (saturated sampling). This aligns with Arikunto's opinion that if the number of research subjects is less than 100, it is preferable to sample all (Abubakar, 2021). Data were collected through a questionnaire with a Likert scale and analyzed using SPSS version 25, using analytical techniques including validity, reliability, classical assumption tests, t-tests, F-tests, coefficients of determination, and path analysis.

D. RESULT AND DISCUSSION

Validity

Based on the validity test using SPSS version 25, the test results showed that all statement items in the variables of leadership, training, performance, and work motivation had a calculated *r* value greater than the table *r*. Thus, all statement items in the variables of leadership, training, performance, and work motivation in this study were declared valid.

Reliability

Table 1. Uji Reliability

Variable	Cronbach's Alpha	Information	Limit	Conclusion
X1	0,812	Cronbach's Alpha > 0,6	0,6	Reliable
X2	0,861	Cronbach's Alpha > 0,6	0,6	Reliable
Y	0,873	Cronbach's Alpha > 0,6	0,6	Reliable
Z	0,843	Cronbach's Alpha > 0,6	0,6	Reliable

Source: Processed using SPSS version 25.

Based on the calculation results, all variables had Cronbach's alpha values greater than 0.6, which is the minimum acceptable reliability limit. This indicates that all variables in the research instrument are reliable, thus allowing them to be relied upon to consistently and stably measure data in this study. ini.

Classical Assumption Test Normality Test

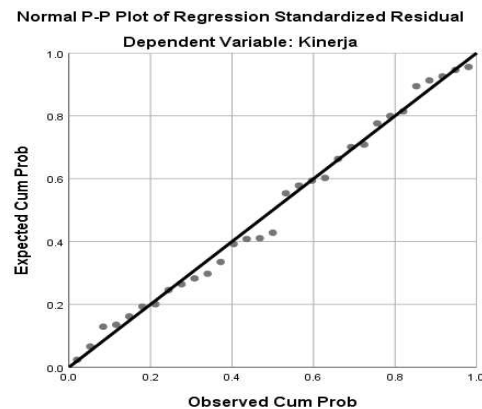


Figure 1. Normal P-Plot
Source: Processed using SPSS version 25.

The normal p-p plot shows residual points spread along the diagonal line. This pattern indicates that the data follows a normal distribution.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		31
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.94462790
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.067
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200 ^{c, d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Figure 2. One Sample Kolmogorov-Smirnov
Source: Processed using SPSS version 25.

Based on the results of the one-sample Kolmogorov-Smirnov test, the asymp. sig. (2-tailed) value was 0.200. Because this value is greater than 0.05, it can be concluded that the residual data is normally distributed. This means there are no significant deviations from the normal distribution.

Multicollinearity Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-5.597	7.903		-.708	.485		
	Kepemimpinan	.444	.179	.380	2.479	.020	.224	4.455
	Pelatihan	.158	.155	.158	1.018	.318	.218	4.588
	Motivasi Kerja	.471	.186	.431	2.533	.017	.183	5.477

a. Dependent Variable: Kinerja

Figure 3. Uji Multikolinearitas
Source: Processed using SPSS version 25.

In the equation above, the tolerance values for leadership (0.224), training (0.218), and work motivation (0.183), and the vif values for leadership (4.455), training (4.588), and work motivation (5.477), respectively, are shown. Since all tolerance values are > 0.10 and $vif < 10$, it can be concluded that there is no multicollinearity in this model.

Heteroscedasticity Test

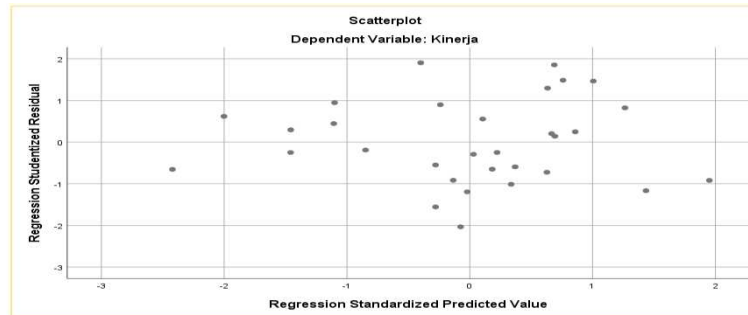


Figure 4. Scatterplot
Source: Processed using SPSS version 25.

Based on the scatterplot, the residual points are spread randomly and do not form a particular pattern, which indicates the absence of heteroscedasticity symptoms.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.673	4.030		-1.159	.256
	Kepemimpinan	.114	.091	.480	1.250	.222
	Pelatihan	.011	.079	.052	.134	.894
	Motivasi Kerja	-.057	.095	-.254	-.597	.556

a. Dependent Variable: Abs_Res2

Figure 5. Uji Glejser
Source: Processed using SPSS version 25.

The Glejser test results also show that the significance value for leadership is 0.222, training is 0.894, and work motivation is 0.556, all of which are greater than 0.05. Therefore, it can be concluded that there are no symptoms of heteroscedasticity, thus fulfilling the assumptions of classical regression.

Partial Hypothesis Test (T-Test)

The Influence of Leadership on Work Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.408	9.189		.697	.491
	Kepemimpinan	.921	.100	.864	9.234	.000

a. Dependent Variable: Motivasi Kerja

Figure 6. Uji T, X1 terhadap Z
Source: Processed using SPSS version 25

Based on the regression results, the calculated t value was 9.234 with a significance level of 0.000. Because the calculated t value (9.234) is greater than the t table (2.045) and the

significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that leadership (x1) has a positive and significant partial effect on work motivation (z).

The Influence of Training on Work Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.042	7.564		2.650	.013
	Pelatihan	.790	.084	.868	9.417	.000

a. Dependent Variable: Motivasi Kerja

Figure 7. Uji T, X2 terhadap Z
Source: Processed using SPSS version 25

Based on the regression results, the calculated t value was 9.417 with a significance level of 0.000. Because the calculated t value (9.417) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that training (x2) has a positive and significant partial effect on work motivation (z).

The Influence of Performance on Work Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.429	6.948		2.221	.034
	Kinerja	.819	.075	.897	10.916	.000

a. Dependent Variable: Motivasi Kerja

Figure 8. Uji T, Y terhadap Z
Source: Processed using SPSS version 25.

Based on the regression results, the calculated t value was 10.916 with a significance level of 0.000. Because the calculated t value (10.916) is greater than the t table (2.045) and the significance value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that performance (y) has a positive and significant partial effect on work motivation (z).

The Influence of Leadership on Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.574	9.307		-.277	.784
	Kepemimpinan	1.033	.101	.885	10.218	.000

a. Dependent Variable: Kinerja

Figure 9. Uji T, X1 Terhadap Y
Source: Processed using SPSS version 25

Based on the regression results, the calculated t value was 10.218 with a significance level of 0.000. Because the calculated t value (10.218) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that leadership (x1) has a positive and significant partial effect on performance (y).

The Effect of Training on Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.217	8.788		1.845	.075
	Pelatihan	.847	.098	.850	8.685	.000

a. Dependent Variable: Kinerja

Figure 10. Uji T, X2 Terhadap Y
Source: Processed using SPSS version 25.

Based on the regression results, the calculated t value was 8.685 with a significance level of 0.000. Because the calculated t value (8.685) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that training (x2) has a positive and significant partial effect on performance (y).

Simultaneous Hypothesis Test (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	682.101	3	227.367	54.112	.000 ^b
	Residual	113.447	27	4.202		
	Total	795.548	30			

a. Dependent Variable: Kinerja
b. Predictors: (Constant), Motivasi Kerja, Kepemimpinan, Pelatihan

Figure 11. Uji F, X1 X2 Z Terhadap Y
Source: Processed using SPSS version 25

Based on the regression results, the calculated f value (54.112) was obtained which was greater than the f table (2.960) and the significance value (0.000) which was smaller than 0.05 ($0.000 < 0.05$), so it can be concluded that leadership (x1), training (x2), and work motivation (z) have a positive and significant effect simultaneously or together on performance (y).

Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.857	.842	2.050

a. Predictors: (Constant), Motivasi Kerja, Kepemimpinan, Pelatihan

Figure 12. Uji Koefisien Determinasi
Source: Processed using SPSS version 25

The magnitude of the influence of leadership, training, and work motivation simultaneously or together on performance with an r square value of 0.857 or 85.7%, the remainder is influenced by other variables.

Path Analysis Test

The Influence of Leadership on Performance with Work Motivation as an Intervening Variable

Based on the results of the first and second regression equations, a path diagram can be drawn in this study.

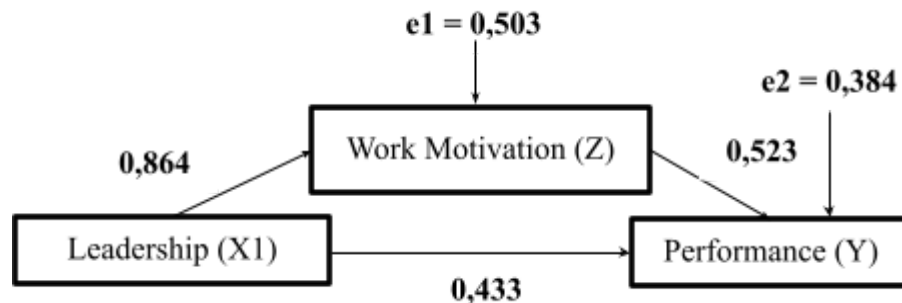


Figure 13. Diagram Jalur Path, X1 Terhadap Y Melalui Z
Source: Processed by Researchers, 2025

- The magnitude of the direct effect (x1 on y) is 0.433
- The magnitude of the indirect effect is the multiplication of x1 on z, with z on y, = $(0.864 \times 0.523) = 0.451$
- The magnitude of the total effect (direct and indirect) of x1 on y = $0.433 + 0.451 = 0.884$
- Thus, it can be concluded that work motivation is able to mediate the influence of leadership on performance.

The Effect of Training on Performance with Work Motivation as an Intervening Variable

Based on the results of the first and second regression equations, a path diagram can be drawn in this study..

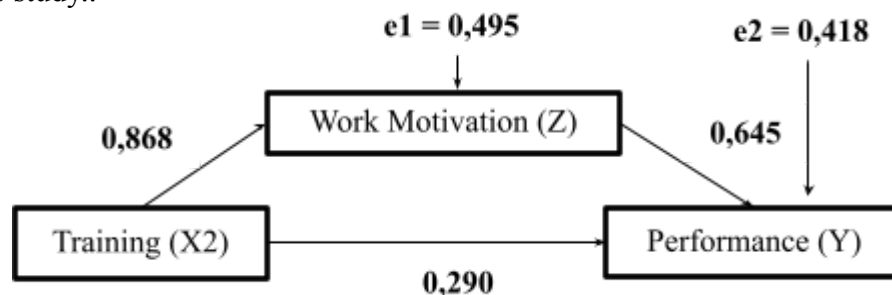


Figure SEQ Figure * ARABIC 14. Diagram Jalur Path, X2 Terhadap Y Melalui Z
Source: Processed by researchers, 2025.

- The magnitude of the direct effect (x2 on y) is 0.290
- The magnitude of the indirect effect is the multiplication of x2 on z, with z on y, = $(0.868 \times 0.645) = 0.559$
- The magnitude of the total effect (direct and indirect) of x2 on y = $0.290 + 0.559 = 0.849$
- Thus, it can be concluded that work motivation is able to mediate the effect of training on performance.

Discussion

The Influence of Leadership on Employee Work Motivation

Based on the regression results, the calculated t value was 9.234 with a significance level of 0.000. Because the calculated t value (9.234) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$). It can be concluded that the leadership variable (x_1) has a positive and significant partial effect on work motivation (z). Thus, the first hypothesis is declared accepted. The r square value of 0.746 indicates that 74.6% of the work motivation variable can be explained by the leadership variable, the rest is influenced by other variables. This finding is in line with previous research by Burhanuddin and Tokang (2024) entitled "The Influence of Leadership on Employee Work Motivation at the Pajalele Water Resources Management Office, Tanasitolo District, Wajo Regency", the results are that leadership has a significant positive effect on employee work motivation (Burhanuddin & Tokang, 2024).

The Influence of Training on Employee Work Motivation

Based on the regression results, the calculated t value was 9.417 with a significance level of 0.000. Because the calculated t value (9.417) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the training variable (x_2) has a positive and significant partial effect on work motivation (z). Thus, the second hypothesis in this study is declared accepted. The r square value of 0.754 indicates that 75.4% of the work motivation variable can be explained by the training variable, the rest is influenced by other variables. This finding is in line with previous research by Titin Puji Rahayu, Ujang Syahrul M, and Aprilia Dian E (2023) entitled "The Effect of Job Training on Employee Performance with Work Motivation as a Mediating Variable" the results are training has a significant effect on work motivation (Rahayu et al., 2023).

The Effect of Performance on Employee Work Motivation

Based on the regression results, the calculated t-value was 10.916 with a significance level of 0.000. Because the calculated t-value (10.916) is greater than the t-table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the performance variable (y) has a positive and significant partial effect on work motivation (z). Therefore, the third hypothesis in this study is accepted. The r-square value of 0.804 indicates that 80.4% of the work motivation variable can be explained by performance, with the remainder influenced by other variables. This finding aligns with previous research by Jeni Vatika Sari, Farida Hanum Nasution, and Teuku Fahmi (2025) entitled "The Effect of Improving Employee Performance on Work Motivation at CV. Karya Gemilang Medan," which stated that improved performance influences work motivation (Sari et al., 2025).

The Influence of Leadership on Employee Performance

Based on the regression results, the calculated t value was 10.218 with a significance level of 0.000. Because the calculated t value (10.218) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the leadership variable (x_1) has a positive and significant partial effect on performance (y). Thus, the fourth hypothesis in this study is declared accepted. The r square value of 0.783 indicates that 78.3% of the performance variable can be explained by the leadership variable, the rest is influenced by other variables. This finding is in line with previous research by Bohalima (2024) entitled "The Influence of Leadership on Employee Performance at the Teluk Dalam Sub-district Office", the results are that leadership has a significant positive effect on employee performance (Bohalima, 2024).

The Impact of Training on Employee Performance

Based on the regression results, the calculated t value was 8.685 with a significance level of 0.000. Because the calculated t value (8.685) is greater than the t table (2.045) and the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the training variable (x_2) has a positive and significant partial effect on performance (y). Thus, the fifth hypothesis

is accepted. The r square value of 0.722 indicates that 72.2% of the performance variable can be explained by the training variable, the rest is influenced by other variables. This finding is in line with previous research by Idrus, et al. (2022) entitled "The Effect of Training on Employee Performance at the Lalabata District Office, Soppeng Regency", the results are that training has a significant positive effect on employee performance (Idrus et al., 2022).

The Influence of Leadership on Employee Performance with Work Motivation as an Intervening Variable

Based on the results of the path analysis, it is known that the leadership variable (x_1) has a direct influence on the performance variable (y) of 0.433. In addition, leadership (x_1) also has an indirect influence on performance (y) through work motivation (z), which is 0.451 (obtained from the result of multiplying x_1 against z with z against y). Thus, the total influence of leadership (x_1) on performance (y) is 0.884, which is the accumulation of direct and indirect influences. This shows that work motivation (z) is able to mediate the relationship between leadership (x_1) and performance (y). Based on the results of the path analysis, the sixth hypothesis can be stated as accepted. This finding is in line with previous research by Sri Indah, Sardiyo, RD. Kusumanto & Abdul Rahman (2023) entitled "The Influence of Leadership on Employee Performance Through Motivation as an Intervening Variable" the result is that leadership has an influence on performance through motivation as an intervening variable (Indah et al., 2023).

The Effect of Training on Employee Performance with Work Motivation as an Intervening Variable

Based on the results of the path analysis, it was found that the training variable (x_2) had a direct effect on the performance variable (y) of 0.290. Furthermore, training (x_2) also had an indirect effect on performance (y) through the work motivation variable (z), amounting to 0.559 (obtained by multiplying x_2 by z and z by y). Thus, the total effect of training (x_2) on performance (y) was 0.849, representing the accumulation of direct and indirect effects. This indicates that work motivation (z) mediates the relationship between training (x_2) and performance (y). Based on the results of the path analysis, the seventh hypothesis can be accepted. This finding is in line with previous research by Nurhalim and Fahmy (2021) entitled "The Role of Motivation as a Mediating Variable in the Effect of Training on Employee Performance in the Covid-19 Pandemic Conditions at PT Jasa Raharja, West Sumatra Branch", the results are that motivation has a mediating effect on training on performance (Nurhalim & Fahmy, 2021).

E. CONCLUSION

Based on the results of the regression analysis and hypothesis testing, it can be concluded that leadership and training play a significant role in improving employee motivation and performance at the Patumbak District Office. The research findings indicate that leadership has a positive and significant effect on work motivation, meaning that the better the leadership style implemented, the higher the perceived motivation among employees. Similarly, effective training has been shown to increase work motivation because it provides employees with opportunities to develop competencies and self-confidence in carrying out their duties.

Furthermore, the analysis also shows that work motivation has a positive and significant effect on employee performance. This means that the higher an individual's motivation, the more optimal their performance. Leadership and training not only have a direct impact on performance improvement but also an indirect one through the mediating role of work motivation. Thus, work motivation serves as an intervening variable, strengthening the relationship between leadership and training and employee performance.

Overall, the results of this study confirm that effective leadership, capacity-building training, and high work motivation are three key elements that interact to create optimal employee performance in government environments.

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