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Impact of Leadership Style, Motivation and Training on Employee Performance

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KEYWORDS	ABSTRACT
<p>Keywords: Leadership Style; Motivation; Training; Employee Performance; Human Resource Management.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2023 AJEB. All rights reserved.</p>	<p>Purpose: This study examines the influence of leadership style, motivation, and training on employee performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province.</p> <p>Research Design and Methodology: This research employs a quantitative descriptive method. The population consists of 204 employees, with a sample of 67 respondents selected using Slovin's formula. Primary data were collected through questionnaires distributed to employees. The analysis techniques used include descriptive statistical analysis, validity and reliability tests, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, linearity test, and hypothesis testing using multiple linear regression analysis, t-test, and F-test.</p> <p>Findings and Discussion: The results show that leadership style does not significantly influence employee performance, while motivation has a positive but insignificant effect. In contrast, training positively and substantially influences employee performance, which is vital in improving work outcomes. Simultaneously, leadership style, motivation, and training positively and significantly affect employee performance, suggesting that these factors collectively enhance organizational performance.</p> <p>Implications: The findings imply that the Office of Maritime Affairs and Fisheries of South Sulawesi Province should reconsider leadership strategies, enhance employee motivation, and consistently implement relevant training programs to improve employee performance. These efforts will help optimize employee productivity and organizational effectiveness.</p>

Introduction

Human resources (HR) plays an essential role in organizational success. HR not only manages administration but also designs organizational strategies. Hasibuan (2005) states that HR management is the science and art of managing labor relations effectively to achieve the goals of the company, employees, and society. Improving employee performance is a significant factor in short and long-term organizational success. Therefore, aspects such as leadership style, work motivation, and training are essential in HR research. If ignored, productivity, commitment, and organizational performance will decline, so understanding the role of these three aspects is necessary for organizational sustainability.

Leadership style is an influential factor in improving performance. Sukmawati et al. (2020) explain that leadership style is how leaders influence subordinates without coercion. However, many organizations find it challenging to apply the appropriate style. The World Economic Forum (2023) states that 60% of organizations face adaptive leadership challenges. Failure to create a supportive work environment lowers motivation and productivity. In addition, motivation is essential for performance. Mardiani & Baekhunah (2021) refer to motivation as the attitudes and values that drive goal achievement. Gallup (2022) revealed that only 21% of employees feel motivated. Khotimah (2021) emphasized that training allows employees to improve skills, but McKinsey (2023) reported that 40% of developing country companies do not have an effective training system. All three are essential strategies for improving employee performance. Guterresa et al. (2020) mentioned that effective leadership creates a harmonious work environment, and Elqadri et al. (2015) emphasized that leadership shapes organizational culture. Erlangga (2017) and Mardiani & Baekhunah (2021) explain that motivation drives employee engagement. Gallup (2022) shows that companies with motivated employees have 21% higher profitability and 17% higher productivity. Ferdiansyah (2018) and Afandi (2018) state that training improves individual capabilities, while Dessler emphasizes the importance of systematic training. However, McKinsey (2023) considers that many companies do not have a practical training framework.

Although the relationship between leadership, motivation, and training to performance has been widely studied, most studies analyze them separately. Noviani & Widhiyani (2018) found a positive influence of all three on cooperative employee performance, but the study was limited to the cooperative sector and did not consider external variables. Most studies also do not examine the interrelationship of the three factors simultaneously. Existing research is primarily conducted in the private sector, while the public sector, such as government agencies, is rarely studied. Government institutions face unique challenges, such as bureaucracy and limited resources. The Marine and Fisheries Service of South Sulawesi Province has not been studied much regarding the effect of HR policies on employee performance.

This study examines the influence of leadership style, motivation, and training on employee performance at the South Sulawesi Provincial Marine and Fisheries Service. Unlike previous studies that examined these variables separately or in the private sector, this research assesses the interaction of the three in the public sector. This study aims to measure the contribution of these three factors to improving government employees' performance. The findings of this study are expected to provide theoretical contributions to HR management and practical insights for leaders of government agencies in designing leadership, motivation, and training strategies to improve employee efficiency and productivity.

Literature Review

Human resource management is a strategic process that manages and develops employee potential to contribute optimally to achieving organizational goals. Mangkunegara & Prabu (2016) and Handoko (2016) emphasize that human resource management includes systematic planning, development, compensation, and maintenance of employees to ensure the achievement of organizational and individual goals. In this process, HR management aims to create a workforce that is productive, motivated, and able to adapt to organizational development; Soetrisno (2016) asserts that HR management must be able to support organizational growth, maintain harmonious industrial relations, and encourage the application of company values and standards. Thus, the quality of well-managed HR will drive overall organizational performance. In implementing HR management, leadership style is one of the critical factors that can affect employee performance. Leaders direct work, motivate, influence, and foster good interpersonal relationships with subordinates to optimally achieve organizational goals. Wiguna (2015) and Widodo et al. (2018) emphasized that leadership style reflects leaders' behavioral norms in influencing subordinates. Effective leadership encourages a collaborative and productive work environment where employees feel valued and engaged. Soekarso et al. (2010) divided leadership styles into task-oriented, which focuses on the effectiveness of task completion, and people-oriented, which prioritizes the well-being and relationships between employees. Combining these two styles is needed to balance achieving targets, fostering good relationships, and

increasing employee enthusiasm and engagement. However, the role of leadership cannot stand alone without motivation that encourages employees to work optimally. Sembiring (2015) stated that motivation is the driving force for someone to work effectively and integrate, while Rahardjo (2014) emphasized that motivation is the primary driver of work behavior. Furthermore, Howard et al. (2015) mentioned that motivation is the willingness of individuals to exert effort to achieve organizational goals, which is closely related to meeting personal needs. Therefore, leaders must build employee motivation through policies and a supportive work environment. In line with that, Malayu (2016) outlines that motivation increases morale and work productivity, maintains labor stability, fosters loyalty, creativity, and a sense of responsibility, and helps create harmonious relationships between management and employees. If motivation is managed well, employees will have high commitment and initiative to contribute to the organization's progress.

In addition to leadership style and motivation, training is essential in improving employee abilities and competencies to face increasingly complex work demands. Aulia & Sasmita (2014) emphasized that training is a systematic process to help employees master the skills needed and correct deficiencies in the implementation of tasks. Well-planned training will encourage improving skills and knowledge so employees can work more efficiently and professionally. Wirotomo (2015) adds that good training improves workforce stability and work efficiency and opens career development opportunities. Training is also essential to encourage employee innovation and creativity, ultimately strengthening the organization's competitiveness. Therefore, in HR management, training should be a priority to ensure that employees can adjust to technological developments and changes in the work environment. The three variables, namely leadership style, motivation, and training, are interrelated and affect employee performance. Performance reflects the quality and quantity of employee work, which results in carrying out tasks according to their responsibilities (Mangkunegara, 2011). Optimal performance is not only judged by the amount of work completed but also by the accuracy, thoroughness, and effectiveness in carrying out tasks (Mogot et al., 2019). Factors that affect performance not only come from individuals but are also influenced by the external and internal environment of the organization. Fahmi (2016) asserts that economic, social, and cultural conditions, leadership, policies, and organizational culture also determine employees' high and low performance. Therefore, effective leadership must encourage motivation and provide appropriate training to improve employee performance. By managing these three aspects synergistically, organizations can create qualified, motivated, and competent human resources to achieve long-term goals sustainably.

Hypothesis

Various factors, including leadership style, motivation, and training, determine employee performance. The Path-Goal Theory of Leadership developed by House (1971) is a theoretical basis that explains how leaders influence performance by providing direction, support, and efforts to remove work barriers. Effective leaders adjust leadership styles according to the needs of employees and the work environment to increase engagement, productivity, and organizational effectiveness. The leadership style applied- directive, supportive, participative, or achievement-oriented- can influence performance by creating a productive work climate aligned with organizational goals. Widodo et al. (2018) found that leadership style significantly affects employee performance, which means that the proper leader can increase motivation and work performance.

H₁: Leadership style has a significant effect on employee performance.

Motivation is also essential in driving performance because it affects employees' effort and commitment in carrying out their duties. According to the Path-Goal theory, leaders have a significant role in building motivation through clarity of goals, recognition of work results, and creating a supportive work climate. Leaders who can increase motivation will encourage employees to work with enthusiasm and initiative. Noviani & Widhiyani (2018) showed that situational leadership style, motivation, and training positively and significantly affect employee performance, so motivated employees show more optimal performance.

H₂: Motivation has a significant effect on employee performance.

Training is also an essential element in improving performance. Employees acquire the skills and knowledge needed to carry out tasks effectively with training. From the path-goal perspective, training is part of the leader's support to ensure employees can carry out their work according to organizational standards. Directive or achievement-oriented leaders can encourage employee development through targeted training. Dahmiri & Sakta (2019) proved that training positively and significantly affects employee performance, especially in improving work efficiency and adaptability.

H₃: Training has a significant effect on employee performance.

These three factors-leadership style, motivation, and training-have a mutually supportive relationship in influencing performance. Path-Goal Theory asserts that leaders who can adjust leadership styles based on employee situations while increasing motivation and directing appropriate training will encourage optimal performance. The right leadership style creates a productive work environment, motivation encourages employees to try their best, and training provides work competencies. Noviani & Widhiyani (2018) found that all three together significantly affect employee performance, proving the importance of the integrated role of leadership, motivation, and training in improving performance.

H₄: Leadership style, motivation, and training simultaneously significantly affect employee performance.

Research Design and Methodology

This descriptive quantitative research aims to determine the degree of relationship and influence between two or more variables. The population in this study consists of all 204 employees at the Office of Maritime Affairs and Fisheries of South Sulawesi Province. The sample size was determined using the Slovin formula, resulting in a total sample of 67 respondents. The primary data used in this research was collected through questionnaires completed by all respondents.

Table 1. Operational Variable

Variable	Indicator	Major Reference
Leadership Style	Traits	(Ferdiansyah, 2018; Wiguna, 2015)
	Habits	
	Temperament	
	Character	
	Personality	
Motivation	Personality	(Handayani, 2019; Rais et al., 2021)
	Physiological	
	Security	
	Social	
Training	Recognition	(Aulia & Sasmita, 2014; Wirotomo & Pasaribu, 2015)
	Training Objectives	
	Training Materials	
	Training Methods	
	Participant Qualifications	
Employee Performance	Trainer Qualifications	(K. S. Noviani & Widhiyani, 2018; Widodo et al., 2018)
	Work Quality	
	Work Quantity	
	Task Execution	
	Responsibility	

Source: Processed Primary Data

The measurement scale for the research variables employs an Ordinal scale with a Likert-type scale, where each response is assigned a score: 5 (Strongly Agree - SS), 4 (Agree - S), 3 (Somewhat Agree - KS), 2 (Disagree - TS), and 1 (Strongly Disagree - STS). The collected data will undergo several

stages of statistical analysis. The first stage involves conducting descriptive statistical tests. The second stage consists of instrument testing, including validity and reliability tests. The third stage involves classical assumption tests, including normality, autocorrelation, linearity, multicollinearity, and heteroscedasticity tests. The fourth stage tests all proposed hypotheses, which will be examined using partial tests (t-test) and simultaneous tests.

Findings and Discussion

Findings

Based on the characteristics of respondents in this study, it is known that the sample consists of 28 male respondents (41.79%) and 39 female respondents (58.21%), with the majority aged 41-50 years (44.77%) and more than 50 years (31.34%). Judging from the level of education, most respondents have a bachelor's degree (82.1%) and have a tenure of 10-20 years (61%). The results of descriptive statistical analysis show that the Leadership Style variable (X1) has an average of 4.567, Motivation (X2) of 4.385, Training (X3) of 4.131, and Employee Performance (Y) of 4.143. The normality test with Kolmogorov-Smirnov shows that the data is normally distributed (Sig. 0.200 > 0.05). The linearity test shows that Motivation and Training have a linear relationship to Employee Performance, while Leadership Style is not linear. Multicollinearity test results show that all independent variables have VIF < 10 and Tolerance > 0.1, so there is no multicollinearity. However, the autocorrelation test with Durbin-Watson resulted in a value of 1.697, meaning the regression model has autocorrelation. Meanwhile, the results of the heteroscedasticity test using the Glejser test show that all independent variables have a significance above 0.05, so it can be concluded that there is no heteroscedasticity problem in the regression model used.

The validity test compares the r-calculated value with the r-table value. If the r-calculated value is more excellent, the item is considered valid. A variable is deemed reliable with a Cronbach's Alpha value of ≥ 0.60 . Table 2 shows that all items' correlation values exceed the r-table value (0.242 at $n = 67 - 3 = 64$, $\alpha = 0.05$), confirming their validity. However, reliability testing shows that all Cronbach's Alpha values are below 0.60, indicating low reliability. Despite this, all variables were retained for further testing due to the strong correlation coefficients.

Table 2. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
X1	X1.1	0.178	0.053	Valid dan reliable
	X2.2	0.155		Valid dan reliable
	X2.3	0.043		Valid dan reliable
	X2.4	0.991		Valid dan reliable
	X2.5	0.235		Valid dan reliable
X2	X2.1	0.376	0.145	Valid dan reliable
	X2.2	0.336		Valid dan reliable
	X2.3	0.274		Valid dan reliable
	X2.4	0.659		Valid dan reliable
	X2.5	0.685		Valid dan reliable
X3	X3.1	0.327	0.449	Valid dan reliable
	X3.2	0.511		Valid dan reliable
	X3.3	0.439		Valid dan reliable
	X3.4	0.744		Valid dan reliable
	X3.5	0.723		Valid dan reliable
Y	Y1.1	0.396	0.380	Valid dan reliable
	Y1.2	0.635		Valid dan reliable
	Y1.3	0.535		Valid dan reliable
	Y1.4	0.589		Valid dan reliable
	Y1.5	0.525		Valid dan reliable

Source: Processed Primary Data

This analysis assesses the influence of Leadership Style (X1), Motivation (X2), and Training (X3) on Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province.

Table 3. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.247	.594	
Leadership Style (X1)	.012	.022	.048
Motivation (X2)	.326	.125	.240
Training (X3)	.584	.088	.607

a. Dependent Variable: Employee Performance (Y)

Source: Processed Primary Data

The regression equation is:

$$Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + e$$

$$Y = 0.247 + 0.012 X_1 + 0.326 X_2 + 0.584 X_3$$

The regression equation indicates that the constant value is 0.247. If the variables of Leadership Style, Motivation, and Training remain unchanged, the Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province will be 0.247. The regression coefficient for Leadership Style is 0.012, meaning that if Leadership Style increases by 1%, Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province will increase by 0.012. The regression coefficient for Motivation is 0.326, indicating that if Motivation rises by 1%, Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province will increase by 0.326. The regression coefficient for Training is 0.584, meaning that if Training rises by 1%, Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province will increase by 0.584.

The F-test examines whether Leadership Style, Motivation, and Training simultaneously influence Employee Performance. Table 11 shows that F-calculated = 20.929, more significant than the F-table value of 2.750, with a significance level 0.000. Since 0.000 is much smaller than 0.05, it can be concluded that Leadership Style, Motivation, and Training simultaneously positively and significantly influence Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province.

Table 4. Simultaneous Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.267	3	1.089	20.929	.000 ^b
Residual	3.278	63	.052		
Total	6.544	66			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Processed Primary Data

Table 5 presents the T-test results to determine the partial influence of each independent variable (Leadership Style, Motivation, and Training) on Employee Performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province.

Table 5. Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.247	.594		.416	.679
X1	.012	.022	.048	.535	.594
X2	.326	.125	.240	2.606	.011
X3	.584	.088	.607	6.599	.000

a. Dependent Variable: Y

Source: Processed Primary Data

Based on the study's results, the value of t count = 0.535 < t table = 1.996, and the significance level is 0.594, more excellent when compared to the $\alpha = 5\%$ level. These results indicate that in statistical calculations, Leadership Style has no effect and is insignificant on Employee Performance

at the Office of the Maritime and Fisheries Service of South Sulawesi Province First hypothesis (Rejected). Based on the study results, the value of t count = 2.606, > t table 1.996, and a significance level of 0.011, smaller when compared to the level of $\alpha = 5\%$. These results indicate that in statistical calculations, Motivation has a positive and insignificant effect on Employee Performance at the Office of the Marine and Fisheries Service of South Sulawesi Province. The second hypothesis is proven (Accepted). Based on the study results, the value of t count = 6.599 > t table 1.1996, and a significance level of 0.000, smaller than the level of $\alpha = 5\%$. These results indicate that training positively and significantly affects employee performance at the Office of the Marine and Fisheries Service of South Sulawesi Province in statistical calculations. The third hypothesis is proven (Accepted).

Discussion

Based on the results of the study, it was found that leadership style did not have a significant effect on employee performance at the Maritime and Fisheries Service of South Sulawesi Province, which shows that variations in leadership approaches have not been able to improve employee performance as described in the Path-Goal Theory of Leadership (House, 1971) which emphasizes the importance of the leader's role in directing, supporting, and removing obstacles for employees. This finding is different from the results of research by Widodo et al. (2018), which shows that leadership style has a significant effect on performance but is in line with Rompasl et al. (2018), who found that without the support of supervision and work discipline, leadership style alone is not enough to affect performance. In addition, motivation was found to have a positive but insignificant effect on performance, which indicates that although motivation is essential, its implementation in organizations is not optimal and requires a more targeted strategy, in line with the views of Mardiani & Baekhunah (2021) and House (1971) on the critical role of leaders in increasing employee motivation. This finding is also supported by Dhermawan et al. (2012), who state that motivation needs to be complemented by a conducive work environment and fair compensation. In contrast, training is proven to have a positive and significant effect on performance, supporting the results of Dahmiri & Sakta (2014) and Wiguna (2015) research, which confirms that good training can improve employee skills and productivity while strengthening House's (1971) theory regarding the importance of training in supporting the achievement of organizational goals. Simultaneously, leadership style, motivation, and training together have a significant effect on performance, in line with the findings of Noviani & Widhiyani (2018), who emphasized the importance of integrating these three factors to improve employee performance so that integrated efforts are needed in developing adaptive leadership, motivational strategies, and training that are relevant to improving the performance of government employees.

The findings of this study indicate that in the context of government organizations such as the Marine and Fisheries Service of South Sulawesi Province, improving employee performance cannot depend on one aspect alone but requires a synergy between adaptive leadership styles, directed motivation, and practical training. The insignificant effect of leadership style and motivation on employee performance suggests that these factors have not been implemented optimally or not by employee needs, so they are unable to encourage productivity directly. In contrast, the significant effect of training suggests that investment in capacity building through targeted and tailored training plays a vital role in supporting employee performance. Therefore, organizations need to design a comprehensive human resource development strategy, which integrates leadership, motivation, and training on an ongoing basis to create a work environment that can encourage optimal performance while ensuring the achievement of organizational goals effectively and sustainably.

Conclusion

This study examines the influence of leadership style, motivation, and training on employee performance at the Office of Maritime Affairs and Fisheries of South Sulawesi Province. The findings reveal that leadership style does not significantly affect employee performance, suggesting that improvements in leadership strategies may enhance its influence on performance outcomes. Motivation has a positive but insignificant effect, indicating that while motivation plays a role, it requires further reinforcement to yield substantial performance improvements. Conversely, training

has a significant positive impact on employee performance, emphasizing the critical role of professional development in enhancing workforce capabilities. Additionally, when examined simultaneously, leadership style, motivation, and training collectively positively and significantly influence employee performance, demonstrating the importance of an integrated approach to human resource development.

This study contributes to academic research and practical managerial applications by offering empirical insights into how leadership, motivation, and training influence employee performance in a government institution. Theoretically, the study reinforces the Path-Goal Theory of Leadership, emphasizing that effective leadership can improve performance outcomes when complemented by structured training and motivational strategies. Practically, the study provides valuable recommendations for leaders and policymakers within public sector organizations to refine leadership approaches, enhance employee motivation, and invest in targeted training programs. Implementing a more adaptive leadership style, designing incentive-based motivation strategies, and strengthening continuous professional development initiatives can lead to higher employee engagement, efficiency, and long-term organizational success.

The research focuses solely on one government agency, limiting the generalizability of its findings to other sectors or organizations with different structures and work environments. This study does not account for other factors influencing employee performance, such as organizational culture, job satisfaction, and external economic conditions. Future research should consider expanding the scope by including multiple institutions, exploring additional performance determinants, and utilizing longitudinal data to analyze long-term effects. Researchers are encouraged to incorporate qualitative methods to gain deeper insights into employee perceptions regarding leadership, motivation, and training. By addressing these gaps, future studies can provide a more comprehensive understanding of the dynamics influencing employee performance in government institutions.

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