



## Effect of Leadership, Motivation, Training on Performance Through Employee Satisfaction of the Regional Secretariat of Bintan Regency

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**Abstract** This study aims to determine the direct and indirect effect of leadership, motivation, training on performance through employee satisfaction of the regional secretariat of bintan regency. This type of research uses quantitative research methods with primary and secondary data sources. The population in this study was 109 Civil Servants (PNS) who worked at the Bintan Regency Regional Secretariat office. In this study, data collection was carried out using the census method in which the entire population was taken as a sample. By using the census method, this study aims to obtain accurate and representative data from the entire existing population. This step will make it easier for researchers to analyze and describe the characteristics and events that occur in the population. This research uses Smart-PLS as a data processing tool. The results of this study, Leadership has a positive and significant effect on Employee Performance. This proves that Leadership can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Motivation has a positive and significant effect on Employee Performance. This proves that Motivation can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Training has a positive and significant effect on Employee Performance. This proves that Training can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Job Satisfaction has a positive and significant effect on Employee Performance. This proves that Job Satisfaction can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Leadership has a positive and significant effect on Employee Job Satisfaction. This proves that Leadership can affect the Job Satisfaction of Employees of the Bintan Regency Regional Secretariat. Motivation has a positive and significant effect on Employee Job Satisfaction. This proves that Motivation can affect the Job Satisfaction of Employees of the Bintan Regency Regional Secretariat. Training has a positive and insignificant effect on Employee Job Satisfaction. Job Satisfaction mediates positively and significantly between Leadership and the Performance of Employees of the Bintan Regency Regional Secretariat. Job Satisfaction mediates positively and significantly between Motivation and the Performance of Employees of the Bintan Regency Regional Secretariat. Job Satisfaction mediates positively and insignificantly between Training and the Performance of Employees of the Bintan Regency Regional Secretariat.

**Keywords:** Leadership, Motivation, Training, Performance, Employee Satisfaction

### 1. INTRODUCTION

Agencies that manage employees professionally must start with a recruitment process that consists of planning, recruitment, selection, and job orientation placement. The more advanced an agency becomes, the more difficult it becomes to plan and control employees. The main problem faced by local governments in implementing autonomy is related to human resources (apparatus). Government agencies are responsible for carrying out bureaucratic reforms to adapt to the times and laws and regulations. Bureaucratic reform is a strong effort to create changes in good governance. To realize the objectives of bureaucratic reform, it is necessary to change the paradigm of good corporate governance, if in the past the emphasis of bureaucracy was on tools and processes, then now it must be changed to focus more on the human resource aspect so as to improve public services. The government is supported by human resources as planners, organizers, implementers, controllers, and evaluators of public services. Therefore, the performance of employees who have an important role in achieving

the desired goals is very necessary. One of the factors that can affect the effectiveness of performance is leadership, motivation, and training.

Being a leader is not difficult, but finding a leader with good qualities is a challenge. Currently, the reality that occurs is not in accordance with the procedures that should be followed. A leader must be able to provide a positive influence and produce good results. However, the reality is that leadership often brings negative impacts and less than satisfactory results. Leadership plays an important role in providing direction to employees, especially in today's era of transparency. Therefore, the leadership needed is one that is able to empower employees. The role of leadership in a government agency such as a regional secretariat is crucial in determining the direction, policies and work culture that influence the motivation and performance of employees. Motivation can come from various factors, such as recognition for achievement, opportunities for development, or appropriate rewards. In the regional secretariat environment, where the demands for providing efficient and effective public services are very high, high motivation can increase productivity and quality of service.

Performance improvement in the Bintan Regency Regional Secretariat must continue to be improved in order to achieve organizational goals. This improvement is very important and cannot be separated from employee job satisfaction, which is one of the determining factors of organizational performance. Job satisfaction is a complex factor because it is influenced by various factors such as leadership, motivation, and training. Employee performance in the Regional Secretariat organization is influenced by leadership issues. Effective governance requires strong leadership and adequate capacity in government organizations. The Bintan Regency Regional Secretariat Office acts as a government institution tasked with supporting the Regent/Mayor in implementing development in Bintan Regency, with the aim of improving community welfare. In supporting the Regent/Mayor of Bintan Regency, employees at the Bintan Regency Regional Secretariat Office need to have high work motivation in order to work together and enthusiastically to achieve regional development targets.

Work motivation is considered a key factor in achieving optimal performance. Without motivation, employees will not be able to complete tasks well due to the lack of internal drive, which will only result in mere routine. Therefore, employee work motivation at the Bintan Regency Regional Secretariat has a very important role in the success of the Agency's performance. The heavy duties and responsibilities borne by the employees of the Bintan Regency Regional Secretariat are not supported by adequate training that is relevant to the era of globalization where many employees have minimal formal educational backgrounds, such as high school graduates/equivalent, who do not have sufficient knowledge about the era

of globalization. This affects their ability to face modern challenges and realize good governance. To overcome this problem, it is important for agencies to provide training to their employees. Apart from training, there are other factors that influence individual performance in an organization, namely motivation. The higher the level of work motivation possessed by an employee, the more enthusiastic the employee will be in carrying out his duties.

## **2. LITERATURE REVIEW**

### **Performance (Y)**

Performance is a work action carried out by employees (Hussein, 2017). Performance involves the execution of work and the results obtained from that work. Performance involves what is done and how it is done (Wibowo, 2017). Employee performance reflects employee behavior in the workplace in applying skills, abilities, and knowledge, which provides value or contribution to organizational goals (Kaswan, 2017). Performance is the willingness of individuals or groups to carry out tasks or complete them according to their responsibilities with the expected results (Bintoro & Daryanto, 2017). Employee performance is the result of employee work as seen from the aspects of quality, quantity, working hours, and cooperation to achieve the goals set by the organization (Sutrisno, 2018).

### **Employee Satisfaction (Z)**

Job satisfaction is an employee's attitude towards work which includes the work situation, cooperation between employees, rewards received, and physical and psychological factors (Sutrisno, 2017). Job satisfaction is a psychological condition that is pleasant or unpleasant for employees, which is very subjective and depends on the individual and the work environment (Sarwono, 2015). Job satisfaction is a multidimensional concept, it can be viewed as a whole or only in certain parts of a person's job. Job satisfaction is a person's assessment of the important value of work, which is in accordance with or helps meet the individual's basic needs (Munandar, 2014). Job satisfaction is a pleasant feeling, which arises from an individual's view of completing tasks or fulfilling their needs to obtain work values that are considered important (Mangkunegara, 2016).

### **Leadership (X<sub>1</sub>)**

Leadership as the process of influencing others to understand and agree on the tasks that need to be done effectively, and facilitating individual and collective efforts to achieve common goals (Northouse, 2021). Edison (2017) explains that leadership is a process of influencing the habits of others in order to achieve common goals. Success or failure in achieving organizational goals is greatly influenced by a person's leadership style in managing

existing resources, which also affects the work atmosphere. Leadership is a person's ability to influence others, especially subordinates, so that they are willing to carry out the leader's wishes even though they may not like them personally (Sutrisno, 2017). Leadership is the ability to influence a group towards achieving goals (Robbins & Judge, 2016).

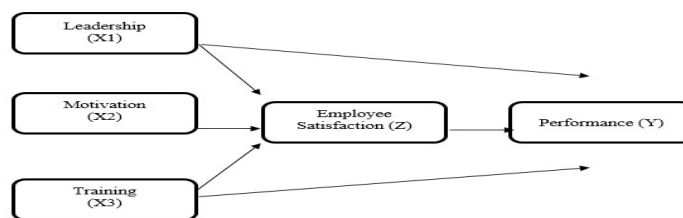
### **Motivation (X<sub>2</sub>)**

Motivation is defined as a factor that drives individuals to carry out certain activities, so it is often considered as a driver of a person's behavior. Every activity carried out by a person must have a driving factor (Sutrisno, 2017). Motivation is a drive that influences a person's behavior, whether originating from internal factors (intrinsic motivation) or external factors (extrinsic motivation) (Ismail, 2018). Motivation is the energy that motivates individuals to work hard and work together to achieve satisfaction (Hasibuan, 2016). Motivation is an effort or activity of managers to raise or increase the work spirit and enthusiasm of workers or employees (Wardani, 2020). Motivation is a psychological and mental condition of humans that provides energy, encourages action or movement, and directs behavior towards fulfilling needs that provide satisfaction or reduce imbalance (Mangkunegara, 2016).

### **Training (X<sub>3</sub>)**

Training can be explained as a learning process that aims to improve individual performance in their work. There are four aspects that need to be considered, namely the training process, training participants, performance, and work (Pramudyo, 2017). Training aims to improve skills in work and the use of proper work equipment (Sutrisno, 2017). Training is a means for employees to gain the knowledge and skills needed to carry out their responsibilities. The training process is often given after employees are placed according to their respective fields (Rachmawati, 2018). Training is a place where employees can develop their skills to achieve their desired goals. Training is related to the skills and abilities that employees have to achieve their goals in their work. Training is an activity to improve employee performance in current and future jobs.

### **Conceptual framework**



Source: Researcher (2024)

**Figure 2. Conceptual Framework**

### 3. RESEARCH METHOD

#### Type of research

The research method used in this study is a descriptive research strategy with a quantitative approach. Quantitative research is a research approach based on the philosophy of positivism, which aims to investigate a particular population or sample which ultimately leads to the formulation of conclusions.

#### Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2017), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2017), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

#### Population and Sample

The population in this study was 109 Civil Servants (PNS) who worked at the Bintan Regency Regional Secretariat office. In this study, data collection was carried out using the census method in which the entire population was taken as a sample. By using the census method, this study aims to obtain accurate and representative data from the entire existing population. This step will make it easier for researchers to analyze and describe the characteristics and events that occur in the population.

### 4. RESULTS AND DISCUSSION

#### Loading Factor

**Table 4. Loading Factor**

Variable	Item	Provision	Loading Factor	Description
Leadership	X1.1	0.70	0,825	Valid
	X1.10	0.70	0,753	Valid
	X1.11	0.70	0,827	Valid
	X1.12	0.70	0,813	Valid

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	X1.13	0.70	0,802	Valid
	X1.14	0.70	0,779	Valid
	X1.15	0.70	0,785	Valid
	X1.2	0.70	0,887	Valid
	X1.3	0.70	0,725	Valid
	X1.4	0.70	0,798	Valid
	X1.5	0.70	0,823	Valid
	X1.6	0.70	0,808	Valid
	X1.7	0.70	0,733	Valid
	X1.8	0.70	0,824	Valid
	X1.9	0.70	0,802	Valid
Motivation	X2.1	0.70	0,795	Valid
	X2.10	0.70	0,853	Valid
	X2.11	0.70	0,788	Valid
	X2.12	0.70	0,732	Valid
	X2.13	0.70	0,760	Valid
	X2.14	0.70	0,702	Valid
	X2.15	0.70	0,817	Valid
	X2.2	0.70	0,845	Valid
	X2.3	0.70	0,807	Valid
	X2.4	0.70	0,808	Valid
	X2.5	0.70	0,739	Valid
	X2.6	0.70	0,830	Valid
	X2.7	0.70	0,744	Valid
	X2.8	0.70	0,808	Valid
	X2.9	0.70	0,771	Valid
Training	X3.1	0.70	0,815	Valid
	X3.10	0.70	0,780	Valid
	X3.11	0.70	0,836	Valid
	X3.12	0.70	0,799	Valid
	X3.13	0.70	0,844	Valid
	X3.14	0.70	0,832	Valid
	X3.15	0.70	0,834	Valid
	X3.2	0.70	0,834	Valid
	X3.3	0.70	0,786	Valid
	X3.4	0.70	0,839	Valid
	X3.5	0.70	0,757	Valid
	X3.6	0.70	0,821	Valid
	X3.7	0.70	0,790	Valid

	X3.8	0.70	0,778	Valid
	X3.9	0.70	0,867	Valid
Performance	Y1.1	0.70	0,757	Valid
	Y1.10	0.70	0,822	Valid
	Y1.11	0.70	0,781	Valid
	Y1.12	0.70	0,802	Valid
	Y1.13	0.70	0,789	Valid
	Y1.14	0.70	0,816	Valid
	Y1.15	0.70	0,810	Valid
	Y1.2	0.70	0,799	Valid
	Y1.3	0.70	0,796	Valid
	Y1.4	0.70	0,791	Valid
	Y1.5	0.70	0,771	Valid
	Y1.6	0.70	0,776	Valid
	Y1.7	0.70	0,808	Valid
	Y1.8	0.70	0,748	Valid
	Y1.9	0.70	0,781	Valid
Employee Satisfaction	Z1.1	0.70	0,814	Valid
	Z1.10	0.70	0,853	Valid
	Z1.11	0.70	0,814	Valid
	Z1.12	0.70	0,876	Valid
	Z1.13	0.70	0,862	Valid
	Z1.14	0.70	0,843	Valid
	Z1.15	0.70	0,782	Valid
	Z1.2	0.70	0,763	Valid
	Z1.3	0.70	0,775	Valid
	Z1.4	0.70	0,782	Valid
	Z1.5	0.70	0,728	Valid
	Z1.6	0.70	0,794	Valid
	Z1.7	0.70	0,749	Valid
	Z1.8	0.70	0,772	Valid
	Z1.9	0.70	0,798	Valid

Source: Processed by researchers (2024)

The data shows that the indicators are declared feasible or valid for research use and can be used for further analysis.

## Composite Reliability

**Table 5. Composite Reliability**

	Composite Reliability
Job Satisfaction	0.960
Leadership	0.960
Motivation	0.956
Performance	0.957
Training	0.964

Source: Processed by researchers (2024)

Based on the table above, it shows that the good enough category of each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value  $> 0.7$ .

## Average Variance Extracted

**Table 6. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Job Satisfaction	0.642
Leadership	0.640
Motivation	0.621
Performance	0.624
Training	0.664

Source: Processed by researchers (2024)

Based on the table above, it shows that the AVE value of each construct in the final model has reached a value  $> 0.5$ . Thus, the proposed structural equation model has met the convergent validity criteria.

## Structural Model Evaluation (Inner Model)

**Tabel 7. R-Square**

	<i>R Square</i>	<i>Adjusted R Square</i>
Job Satisfaction	0,696	0,687
Performance	0,702	0,690

Source: Processed by researchers (2024)

The R Square value for the Job Satisfaction variable is 0.696, this means that the percentage of Leadership, Motivation, and Training on Job Satisfaction (Z) is 69.6%, which means it is included in the medium category, and the R Square value for the Performance variable is 0.702, this means that the percentage of the influence of Leadership, Motivation,



and Training on Performance is 70.2%, which means it is included in the medium category.

### Direct Effect Test

**Table 8. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership -> Performance	0,242	0,249	0,078	3,109	0,002
Motivation -> Performance	0,275	0,272	0,090	3,046	0,002
Training -> Performance	0,146	0,145	0,070	2,099	0,036
Job Satisfaction -> Performance	0,373	0,363	0,108	3,459	0,001
Leadership -> Job Satisfaction	0,463	0,464	0,083	5,595	0,000
Motivation -> Job Satisfaction	0,437	0,429	0,079	5,551	0,000
Training -> Job Satisfaction	0,116	0,121	0,061	1,916	0,055

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. It is known that the original sample value of Leadership is 0.242, therefore Performance has a positive effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat and the t-statistic value is 3.109 and the p-value is 0.002 Because the t-statistic value  $< 1.96$  (t table significant 5%), and  $p\text{-value} > 0.05$ , it can be concluded that Leadership has a positive and significant effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat.
2. It is known that the original sample value of Motivation is 0.275, therefore Motivation has a positive effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat and the t-statistic value is 3.046 and the p-value is 0.002 Because the t-statistic value  $< 1.96$  (t table significant 5%), and  $p\text{-value} > 0.05$ . It can be concluded that Motivation has a positive and significant effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat.
3. It is known that the original sample value of Training is 0.146, therefore Training has a positive effect on Performance and the t-statistic value is 2.099 and the p-value is 0.036 Because the t-statistic value  $< 1.96$  (t table significant 5%), and  $p\text{-value} > 0.05$ . So it can be concluded that Training has a positive and significant effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat
4. It is known that the original sample value of Job Satisfaction is 0.373, therefore Job Satisfaction has a positive effect on Performance and the t-statistic value is 3.459 and the

p-value is 0.001 Because the t-statistic value  $< 1.96$  (t table significant 5%), and p-value  $> 0.05$ . So it can be concluded that Job Satisfaction has a positive and significant effect on the Performance of Civil Servants of the Bintan Regency Regional Secretariat.

5. It is known that the original sample value of Leadership is 0.463, therefore Leadership has a positive effect on Job Satisfaction of Civil Servants of the Bintan Regency Regional Secretariat and the t-statistic value is 5.595 and the p-value is 0.000 Because the t-statistic value  $< 1.96$  (t table significant 5%), and p-value  $> 0.05$ . So it can be concluded that Leadership has a positive and significant effect on Job Satisfaction of Civil Servants of the Bintan Regency Regional Secretariat.
6. It is known that the original sample value of Motivation is 0.437, therefore Motivation has a positive effect on Job Satisfaction and the t-statistic value is 5.551 and the p-value is 0.000 Because the t-statistic value  $< 1.96$  (t table significant 5%), and p-value  $> 0.05$ . So it can be concluded that Motivation has a positive and significant effect on Job Satisfaction of Civil Servants of the Bintan Regency Regional Secretariat.
7. It is known that the original sample value of Training is 0.116, therefore Training has a positive effect on Job Satisfaction and the t-statistic value is 1.916 and the p-value is 0.055 Because the t-statistic value  $< 1.96$  (t table significant 5%), and p-value  $> 0.05$ . So it can be concluded that Training has a positive and insignificant effect on Job Satisfaction of Civil Servants of the Bintan Regency Regional Secretariat.

### Indirect Effect Test

**Table 9. Indirect Effect Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership -> Job Satisfaction -> Performance	0,173	0,168	0,060	2,883	0,004
Motivation -> Job Satisfaction -> Performance	0,163	0,155	0,054	3,001	0,003
Training -> Job Satisfaction -> Performance	0,043	0,044	0,028	1,572	0,116

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. Shows that for testing the indirect influence between Leadership on Performance intervened by Job Satisfaction, the t-statistic value is 2.883 and the p-value is 0.004, because the t-statistic value is  $> 1.96$  (t table significant 5%), and the p-value  $< 0.05$  and

the coefficient shows a positive direction of 0.173, meaning that Job satisfaction significantly mediates the relationship between Leadership on the Performance of Civil Servants of the Bintan Regency Regional Secretariat.

2. Shows that for testing the indirect influence between Motivation on performance intervened by Job Satisfaction, the t-statistic value is 3.001 and the p-value is 0.003, because the t-statistic value is  $> 1.96$  (t table significant 5%), and the p-value  $< 0.05$  and the coefficient shows a positive direction of 0.163, meaning that Job Satisfaction significantly mediates the relationship between Motivation on the Performance of Civil Servants of the Bintan Regency Regional Secretariat.
3. Shows that for testing the indirect influence between Training on Performance intervened by Job Satisfaction, a t-statistic value of 1.572 and a p-value of 0.116 were obtained, because the t-statistic value  $> 1.96$  (t table significant 5%), and p-value  $< 0.05$  and the coefficient shows a positive direction, namely 0.043, meaning that Job Satisfaction mediates but is not significant between Training on the Performance of Civil Servants at the Bintan Regency Regional Secretariat.

## **5. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on Employee Performance. This proves that Leadership can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 1 is accepted.
2. Motivation has a positive and significant effect on Employee Performance. This proves that Motivation can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 2 is accepted.
3. Training has a positive and significant effect on Employee Performance. This proves that Training can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 3 is accepted.
4. Job Satisfaction has a positive and significant effect on Employee Performance. This proves that Job Satisfaction can affect the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 4 is accepted.
5. Leadership has a positive and significant effect on Employee Job Satisfaction. This proves that Leadership can affect the Job Satisfaction of Employees of the Bintan Regency

- Regional Secretariat. Therefore, hypothesis 5 is accepted.
6. Motivation has a positive and significant effect on Employee Job Satisfaction. This proves that Motivation can affect the Job Satisfaction of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 6 is accepted.
  7. Training has a positive and insignificant effect on Employee Job Satisfaction. Therefore, hypothesis 7 is rejected.
  8. Job Satisfaction mediates positively and significantly between Leadership and the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 8 is accepted.
  9. Job Satisfaction mediates positively and significantly between Motivation and the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 9 is accepted.
  10. Job Satisfaction mediates positively and insignificantly between Training and the Performance of Employees of the Bintan Regency Regional Secretariat. Therefore, hypothesis 10 is accepted.

### **Suggestion**

Based on the conclusions obtained from the above research, the following suggestions are made:

1. Good leadership can encourage improved performance of employees of the Bintan Regency Regional Secretariat. For this reason, a leader needs to provide a positive example, be able to make decisions quickly, firmly and impartially in order to improve the quality of employee performance. The attitude and responsibility of the leader towards all subordinate employees need to be transmitted. The agency is also expected to be able to improve the needs and demands in terms of more optimal empathy for its subordinates, such as the Agency's efforts to pay more attention to the welfare of employees and the Agency's bias towards decisions and policies issued that have maximum attention and support for the welfare and implementation of employee work.
2. To increase motivation, the agency can implement a fair and transparent reward system that can encourage employees to work harder. Recognition of achievements, both individual and team, can increase employee intrinsic motivation. A healthy and positive work environment can also increase employee motivation. Ensuring that employees have a comfortable workspace, support from superiors, and good relationships with coworkers can create an atmosphere that supports productivity.
3. The Bintan Regency Regional Secretariat should pay more attention to training programs

for employees as an effort to improve employee performance. This is because training can add experience and improve work skills in accordance with the standards set by the Agency so as to support the creation of high performance. Therefore, it is advisable to continue to monitor and develop training programs so that they continue to be in accordance with the needs and dynamics of employee work. Implementation of sustainable training based on real needs will be an effective strategy in improving employee competence and performance.

4. The results of this study provide the view that training, although important, is not enough to significantly increase job satisfaction. increasing job satisfaction cannot rely entirely on training alone. Agencies need to consider other factors such as employee welfare, a conducive work environment, and policies that support a balance between work and personal life. With a more comprehensive approach, it is hoped that employee job satisfaction can increase so that it has a positive impact on the overall performance of the organization.
5. For further researchers, it is hoped that they will study more sources and references and prepare themselves in the process of collecting and collecting data related to factors that influence employee performance in addition to the variables used in this study Leadership, Motivation, Training, and Job Satisfaction so that the results of their research can be better and more complete.

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