

# TRAINING, MOTIVATION, LEADERSHIP, AND COMPETENCY EFFECTS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE

**Oktaria Saputra, Furqon Syarief Hidayatulloh, Arry Ekananta**  
Institut Pertanian Bogor, Indonesia  
\*e-mail: or.saputra1@gmail.com

## Keywords

*Training, motivation, leadership, competency, employee performance*

## ABSTRACT

The purpose of this study is to investigate the influence of training, motivation, leadership, and competence on employee performance with job satisfaction as a mediating variable at the Deputy I of the Ministry of Youth and Sports of the Republic of Indonesia. The research contributes to understanding how factors such as training, motivation, leadership, and competence influence employee performance with job satisfaction as a mediating variable at the Deputy I of the Ministry of Youth and Sports of the Republic of Indonesia. The study population included all 131 employees under Deputy II, comprising civil servants, PPPK, and institutional honorary staff. The data were collected through questionnaires structured with a modified Likert scale. Structural Equation Modeling (SEM) using Partial Least Square (PLS) and SPSS was applied to simultaneously examine both structural relationships between latent variables and measurement relationships between indicators. The results of this study succeeded in proving that leadership has a positive and significant effect on employee job satisfaction. Second, leadership is a good leader. Fourth, competence affects job satisfaction, the results show that good competence cannot always produce high employee performance. The findings can inform strategies for enhancing employee development and satisfaction, ultimately improving performance outcomes within governmental institutions.

## INTRODUCTION

Quality Human Resources (HR) play a critical role in enhancing organizational productivity, particularly in government agencies where high-performing personnel are essential. Despite this need, many government employees currently fall short of performance expectations. The strategic plan of the State Civil Service Agency (2010-2014) highlights several pressing HR issues, including public perceptions of incompetence among Civil Servants (PNS), skill mismatches where employees lack the necessary qualifications for their roles, underutilized civil servants, and widespread underperformance. These challenges reveal a need for targeted HR improvements to ensure that government personnel are equipped to handle their duties effectively.

Within the Ministry of Youth and Sports, a key responsibility is advancing youth and sports initiatives under the oversight of Deputy I for Youth Empowerment. Deputy I is tasked with policy development, coordination, and supervision of youth empowerment programs. Despite the Ministry's efforts toward Bureaucratic Reform, evaluations show that progress remains uneven across different work units. Reform efforts are often perceived as separate from day-to-day tasks, limiting their integration into regular operations. While there are areas of improvement, a comprehensive approach

is required to ensure that Bureaucratic Reform contributes effectively to daily work practices and overall organizational productivity.

The Ministry of Youth and Sports has also established organizational values, namely Accountable, Professional, Integrity, Creative (APIK) as part of the values and behavior of employees within the Ministry of Youth and Sports. These values have been internalized, but they have not been implemented by all employees of the Ministry of Youth and Sports. In addition, it also conducts institutional evaluations and organizational governance arrangements internally with the results that there is an overlap of functional tasks among work units, prepares a formulation of employee performance measures in stages, measures its performance electronically at all levels of the organization is monitored periodically through filling out logbooks using applications based on the Regulation of the Minister of Youth and Sports Number 4 of 2019, However, it has not been used as a measuring tool for the provision of performance allowances and surveys have been carried out in work units that are in direct contact with the community.

The Public Service Index is an index used to measure the performance of public services within ministries, institutions, and local governments in Indonesia based on aspects of Service Policy, HR Professionalism, Infrastructure Aspects, Public Service Information System Aspects, Consultation and Complaint Aspects, and Innovation Aspects. Referring to the aspect in question, the Ministry of PANRB conducts an evaluation every year to Ministries, Institutions, and Regional Governments with the results of the evaluation in the form of Public Service Index values and assessment categories as follows.

**Table 1.** Public Service Index Values and Categories

Value Range	Category	Meaning
0 - 1,00	F	
1,01 - 1,50	E	Coaching Priorities
1,51 - 2,00	D	
2,01 - 2,50	C-	Enough (DC)
2,51 - 3,00	C	Enough
3,01 - 3,50	B-	Good (DC)
3,51 - 4,00	B	Good
4,01 - 4,50	A-	Excellent
4,51 - 5,00	A	Excellent Service

The targets and achievements of the Public Service Index of the Ministry of Youth and Sports in the range of 2020 to 2022 are as follows:

**Table 2.** Achievements and Targets of the Public Service Index of the Ministry of Youth and Youth

Indicator	Realization 2020	Realization 2021	Target 2022	2022 Achievements
Public Service Index	3.83	3.76	4.01	3.85
Category	B (Good)	B (Good)	A- (Very Good)	B (Good)

The Public Service Index of the Ministry of Youth and Sports has experienced a good increase from the previous year. Referring to the value of the Public Service Index in 2021, there was an increase in value by 0.9 points in 2022. However, this achievement has not met the expected target of 4.01 with the A- category (very good).

Another indicator about unsatisfactory employees at the Deputy I of the Ministry of Youth and Sports can be seen from the results of the 2022 Government Agency Performance Accountability (AKIP) evaluation. Based on the results of the accountability of the performance of government agencies in 2022, Deputy I of the Ministry of Youth and Sports only received a CC (Quite Good) score. As is known, in the grouping of predicates based on AKIP there are 6 (six) categories of grouping, namely, AA, A, B, CC, C, and D with the highest value being the AA predicate and the lowest value being D.

Based on the analysis of the efficiency of apparatus human resources (SDMA), the condition of employee human resources at the Deputy I of the Ministry of Youth and Sports in 2022 is still 35.65% of employees with high school education and below, which affects the competence and

professionalism of employees. Furthermore, there is still a lack of continuous coaching and development of employees in accordance with the duties, functions and abilities of each employee, so that employee competence is still relatively low. Unequal human resources, both in terms of number and competence, which results in an unbalanced workload of each employee. Lack of optimal office facilities and infrastructure, including software and applications in supporting performance, as well as office equipment such as computers, laptops, printers that are no longer suitable to support employee performance.

Organizational performance will run well, if employee performance is improved (Aina & Atan, 2020; Al Kurdi et al., 2020; Andreas, 2022; Anwar & Abdullah, 2021; Ghasemaghaei, 2020). Basically, performance is the achievement or level of success of an employee as a whole throughout a certain period in doing work by equalizing the tasks carried out or comparing them with various parameters of success measures, namely standard assessments of activity results, targets or objectives or qualifications that have been inaugurated in advance and have been mutually agreed upon (Noviyanti et al., 2023; Nsiah et al., 2022; Paais & Pattiruhu, 2020).

There are various ways that organizations take to improve employee performance. One of them is the more often the organization provides training, the ability and expertise of employees will increase so that employees optimize their performance more (Sinambela et al., 2022), and the satisfaction or dissatisfaction of employees in completing their work can affect whether or not that performance can be achieved (Olan et al., 2022; Persada & Nabella, 2023). Training is a program that has been planned and designed by the organization as a learning facility for employees to be able to improve their knowledge, abilities and understanding in their work environment. By participating in training, it is hoped that it can provide encouragement to human resources to improve the skills and skills needed in an effort to achieve organizational goals (Akdere & Egan, 2020; Bohórquez et al., 2023; Werdhiastutie et al., 2020). Employees can also work in accordance with the standards that have been set, holding job training can improve the performance of employees even better.

Every human being certainly has a basic reason to do a certain type of work. Why are there people who are very active in doing work, then there are also those who do work normally, but there are also those who are lazy to work. Of course, all of these have fundamental reasons that encourage a person to be willing to do work. This is due to motivation (Febrina et al., 2021). The most powerful effect of motivation is better results or performance (Chien et al., 2020). Therefore, if employee motivation can be improved, efficiency will definitely occur and there will be no decrease in alignment (Ghonim et al., 2022; H van Dun & Wilderom, 2021). The above argument strongly mentions how employee motivation is actually important for the growth, development and success of an organization regardless of the size of the organization. The greatest interest of any institution must exploit its advantages and most of it can be achieved largely by relying on various resources such as human resources in particular (Connelly & Torrence, 2018; Zahra, 2021).

Another factor that affects employee performance is leadership. Leadership is a very important thing in managerial because the management process will run well and employees will be enthusiastic in doing their duties (Canavesi & Minelli, 2022). The success of an organization is also inseparable from the quality of its leaders, because a quality leader is able to utilize the resources available in the company, has the ability to direct the activities of the subordinates he leads, anticipates all changes that occur suddenly, can correct all existing weaknesses, is able to bring the organization to the agreed goals within a predetermined period of time.

Then employee performance is influenced by competence. Without being balanced with the competence of qualified human resources, it will not be able to anticipate the conditions that occur in order to achieve organizational goals. The achievement of employee work results must be supported by adequate abilities and competencies. Competence refers to people who have better, more unchanged and more efficient abilities than general performance and even incompetent people (Fanti et al., 2021). Competence is an important concept in organizational management, because it is closely related to excellent work performance and then develops the concept of ability into a fixed concept that cannot predict employee performance and success.

In addition to training, motivation, leadership, and competence, other factors that can affect performance are job satisfaction. Each individual has a different level of satisfaction. Satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work (Gazi et al., 2022). When employees are satisfied with their jobs, it can have a positive impact on their work results and also on the organization where the employee works. Job satisfaction can

determine both high and low employee performance levels. The existence of a level of job satisfaction is expected to improve employee performance, so that it can achieve productive and efficient performance.

Competence has a significant effect on employee performance (Hajjali et al., 2022). In contrast to research conducted by Kharisma & Rosia (2022) which states that competence has a positive and insignificant effect on employee performance. This explanation is supported by Halawi & Haydar (2018) which states that training affects employee performance. Meanwhile, the results of research conducted by Hidayat (2018) stated that training has a negative and significant effect on employee performance. The results of some research stated that there was an influence of competence on employee performance (Esthi & Savhira, 2019; Herwina, 2022; Parashakti et al., 2020). This is an employee who has qualified competence to be able to improve his performance. On the other hand, some research research state that there is no influence between competencies on employee performance (Indiyati et al., 2021; Subari & Raidy, 2015). Some research showed a statistically significant positive correlation between job satisfaction and employee performance (Kosec et al., 2022).

Based on the background description above, the researcher is interested in researching related to the influence of training, motivation, leadership, and competence on employee performance with job satisfaction as a mediating variable at the Deputy I of the Ministry of Youth and Sports of the Republic of Indonesia. The research contributes to understanding how factors such as training, motivation, leadership, and competence influence employee performance, specifically within a government setting at the Deputy I of the Ministry of Youth and Sports of the Republic of Indonesia. By examining job satisfaction as a mediating variable, the study provides valuable insights into how these key organizational elements interact to affect overall employee performance. The findings can inform strategies for enhancing employee development and satisfaction, ultimately improving performance outcomes within governmental institutions.

## METHODS

This research was conducted at the Ministry of Youth and Sports of the Republic of Indonesia, located at Jl. Gerbang Pemuda No.3 Senayan, Jakarta, over a four-month period from April to June 2024. The study population included all 131 employees under Deputy I, comprising civil servants, PPPK, and institutional honorary staff. Using quota sampling, a sample was selected to meet the desired distribution of employee types. Data on employee performance, job satisfaction, training, motivation, leadership, and competencies were collected through questionnaires structured with a modified Likert scale. Collected responses were processed into quantitative data, with scores assigned to each answer according to specified guidelines. For data analysis, Structural Equation Modeling (SEM) using Partial Least Square (PLS) and SPSS was applied to simultaneously examine both structural relationships between latent variables and measurement relationships between indicators and latent variables. Descriptive analysis was also used to analyze employee characteristics in Deputy I of the Ministry.

## RESULTS

### Hypothesis Testing

Table 1. Summary of Hypothesis Test Results

Hypothesis	Path Coefficient	T	Sig.	Conclusion
Leadership affects job satisfaction	0.187	2.752	0.006	Accepted
Leadership affects employee performance	-0.201	3.249	0.0001	Accepted
Job satisfaction affects employee performance	0.444	4.958	0.0000	Accepted
Competence affects job satisfaction	0.061	0.625	0.532	Not accepted
Competence affects employee performance	0.537	7.372	0.000	Accepted
Motivation affects job satisfaction	0.442	3.244	0.001	Accepted
Motivation affects employee performance	0.193	1.587	0.113	Not accepted
Training has an effect on job satisfaction	0.212	2.176	0.030	Accepted
Training affects employee performance	-0.163	1.780	0.076	Not accepted

Source: Data processed (2024)

## **Discussion**

### ***The Influence of Leadership on Job Satisfaction***

The results of this study succeeded in proving that leadership has a positive and significant effect on employee job satisfaction. The better the boss's leadership, the higher the employee's job satisfaction, and vice versa, the worse the leadership, the lower the employee's job satisfaction. The results of this study are in line with the results of several previous studies which also show the results that leadership affects job satisfaction (Belias et al., 2022; Saputra & Rizky Mahaputra, 2022; Specchia et al., 2021).

### ***The Influence of Leadership Affects Employee Performance***

The results of this study succeeded in proving that leadership has a positive and significant effect on employee performance, the results of this study show that good leadership can always produce high employee performance. The results of this study are in line with the results of previous studies which show that good leadership can improve employee performance (Astuti et al., 2020; Kalogiannidis, 2020; Rivaldo, 2021).

### ***The Effect of Job Satisfaction on Employee Performance***

The results of this study succeeded in proving that job satisfaction has an effect on employee performance. The higher the job satisfaction of employees, the higher the employee performance, on the contrary, low employee satisfaction will be able to reduce employee performance. The results of this study are in line which prove that high job satisfaction can improve performance (Andreas, 2022; da Cruz Carvalho et al., 2020; Inayat & Khan, 2021).

### ***The Effect of Competence on Job Satisfaction***

The results of this study did not succeed in proving that competence has an effect on job satisfaction, the results of this study show that good competence cannot always produce high employee performance. The results of this study show that competence can improve employee performance if these competencies can shape employee job satisfaction.

### ***The Effect of Competence on Employee Performance***

The results of this study succeeded in proving that competence has a positive and significant effect on employee performance. This result is in line with research conducted by Herwina (2022) which shows that competence has a significant effect on performance.

### ***The Effect of Motivation on Job Satisfaction***

The results of this study succeeded in proving that motivation has a positive and significant effect on employee job satisfaction. This is in accordance with the research of da Cruz Carvalho et al. (2020) which found that motivation has a significant effect on job satisfaction.

### ***The Influence of Motivation on Employee Performance***

The results of this study did not succeed in proving that work motivation has an effect on employee performance. Employees with high work motivation will have the desire and driving force to work, while employees with low work motivation tend not to have a high willingness to work so they cannot produce high performance. So that leaders should continue to strive in providing work motivation to employees.

### ***The Effect of Training on Job Satisfaction***

The results of this study succeeded in proving that training has a positive and significant effect on employee performance. These results support Niati et al. (2021) research which states that training has a significant influence on job satisfaction.

### ***The Effect of Training on Employee Performance***

The results of this study did not succeed in proving that training has an effect on employee performance. This result is in line with the research of Dziuba et al. (2020) and Harviani & Harjatno (2021) which stated that training had no significant effect on performance.

## CONCLUSION

This study reveals that leadership significantly impacts employee job satisfaction, performance, competence, and work motivation. Good leadership leads to higher job satisfaction, while poor leadership results in lower satisfaction. Competence can improve performance if it shapes job satisfaction. Work motivation also affects job satisfaction, but it's not proven that it directly affects performance. Training also positively impacts job satisfaction, but not performance. Future research should explore additional variables like organizational culture, employee engagement, and external incentives. Different leadership styles and long-term effects of training programs on employee performance, as well as the long-term effects of specific training methods.

## REFERENCES

- Aina, R. Al, & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability (Switzerland)*, 12(20). <https://doi.org/10.3390/su12208372>
- Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*, 31(4). <https://doi.org/10.1002/hrdq.21404>
- Al Kurdi, B., Alshurideh, M., & Al afaishat, T. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16). <https://doi.org/10.5267/j.msl.2020.7.011>
- Andreas, D. (2022). EMPLOYEE PERFORMANCE: The Effect Of Motivation And Job Satisfaction. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*, 1(1). <https://doi.org/10.37481/jko.v1i1.10>
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International Journal of Engineering, Business and Management*, 5(1). <https://doi.org/10.22161/ijebm.5.1.4>
- Astuti, S. D., Shodikin, A., & Ud-Din, M. (2020). Islamic Leadership, Islamic Work Culture, and Employee Performance: The Mediating Role of Work Motivation and Job Satisfaction. *Journal of Asian Finance, Economics and Business*, 7(11). <https://doi.org/10.13106/jafeb.2020.vol7.no11.1059>
- Belias, D., Rossidis, I., Papademetriou, C., & Mantas, C. (2022). Job Satisfaction as Affected by Types of Leadership: A Case Study of Greek Tourism Sector. *Journal of Quality Assurance in Hospitality and Tourism*, 23(2). <https://doi.org/10.1080/1528008X.2020.1867695>
- Bohórquez, E., Caiche, W., Benavides, V., & Benavides, A. (2023). Motivation and Job Performance: Human Capital as a Key Factor for Organizational Success. *Lecture Notes in Networks and Systems*, 512 LNNS. [https://doi.org/10.1007/978-3-031-11295-9\\_21](https://doi.org/10.1007/978-3-031-11295-9_21)
- Canavesi, A., & Minelli, E. (2022). Servant Leadership and Employee Engagement: A Qualitative Study. *Employee Responsibilities and Rights Journal*, 34(4). <https://doi.org/10.1007/s10672-021-09389-9>
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4). <https://doi.org/10.1080/15332845.2020.1763766>
- Connelly, S., & Torrence, B. S. (2018). The relevance of discrete emotional experiences for human resource management: Connecting positive and negative emotions to HRM. *Research in Personnel and Human Resources Management*, 36. <https://doi.org/10.1108/S0742-730120180000036001>
- da Cruz Carvalho, A., Riana, I. G., & Soares, A. de C. (2020). Motivation on job satisfaction and employee performance. *International Research Journal of Management, IT and Social Sciences*, 7(5), 13–23.
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). EMPLOYEES' JOB SATISFACTION AND THEIR WORK PERFORMANCE AS ELEMENTS INFLUENCING WORK SAFETY. *System Safety: Human - Technical Facility - Environment*, 2(1). <https://doi.org/10.2478/czoto-2020-0003>
- Esthi, R. B., & Savhira, I. (2019). The Influence of Work Training, Competence and Discipline of Work on Employee Performance in PT. Lestarindo Perkasa. *Jurnal of Research in Business, Economics, Adn Education*, 1(2).
- Fanti, L., Guarascio, D., & Tubiana, M. (2021). Skill mismatch and the dynamics of Italian companies' productivity. *Applied Economics*, 53(59). <https://doi.org/10.1080/00036846.2021.1948963>
- Febrina, L., Agusra, D., Lussianda, E. O., & Susanti, A. R. (2021). The Effect of Compensation and Motivation on Employee performance. *Husnayain Business Review*, 1(1), 43–50. <https://doi.org/10.54099/hbr.v1i1.13>

- Gazi, M. A. I., Islam, M. A., Sobhani, F. A., & Dhar, B. K. (2022). Does Job Satisfaction Differ at Different Levels of Employees? Measurement of Job Satisfaction among the Levels of Sugar Industrial Employees. *Sustainability (Switzerland)*, 14(6). <https://doi.org/10.3390/su14063564>
- Ghasemaghaei, M. (2020). Improving Organizational Performance Through the Use of Big Data. *Journal of Computer Information Systems*, 60(5). <https://doi.org/10.1080/08874417.2018.1496805>
- Ghonim, M. A., Khashaba, N. M., Al-Najaar, H. M., & Khashan, M. A. (2022). Strategic alignment and its impact on decision effectiveness: a comprehensive model. *International Journal of Emerging Markets*, 17(1). <https://doi.org/10.1108/IJOEM-04-2020-0364>
- H van Dun, D., & Wilderom, C. P. M. (2021). Improving high lean team performance through aligned behaviour-value patterns and coactive vicarious learning-by-doing. *International Journal of Operations and Production Management*, 41(13). <https://doi.org/10.1108/IJOPM-11-2020-0809>
- Hajjali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1). <https://doi.org/10.52970/grhrm.v2i1.160>
- Halawi, A., & Haydar, N. (2018). Effects of Training on Employee Performance Human Resources View project Effects of Training on Employee Performance: A Case Study of Bonjus and Khatib & Alami Companies. *International Humanities Studies*, 5(2).
- Harviani, N. E., & Harjatno, S. (2021). The Influence of Leadership Style, Job Training, and Compensation on Employee Job Satisfaction and Work Motivation as Intervening Variables. *Indonesian Journal of Innovation Studies*, 17. <https://doi.org/10.21070/ijins.v17i.570>
- Herwina, Y. (2022). The Influence of Competence on Employee Performance: Investigation of Automotive Company. *International Journal of Management and Business Applied*, 1(1). <https://doi.org/10.54099/ijmba.v1i1.97>
- Hidayat, R. (2018). Education and Job Training on Employee Performance. *International Journal of Social Sciences and Humanities (IJSSH)*. <https://doi.org/10.29332/ijssh.v2n1.140>
- Inayat, W., & Khan, M. J. (2021). A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations, Peshawar. *Education Research International*, 2021. <https://doi.org/10.1155/2021/1751495>
- Indiyati, D., Ghina, A., & Romadhona, A. F. (2021). Human Resource Competencies, Organizational Culture, and Employee Performance. *International Journal of Science and Society*, 3(1). <https://doi.org/10.54783/ijssoc.v3i1.251>
- Kalogiannidis, S. (2020). Impact of Effective Business Communication on Employee Performance. *European Journal of Business and Management Research*, 5(6). <https://doi.org/10.24018/ejbmr.2020.5.6.631>
- Kharisma, A. F., & Rosia, R. (2022). Effect of Competence, Work Environment, and Work Motivation on Employee Performance Through Job Satisfaction. *International Economic and Finance Review*, 1(1). <https://doi.org/10.56897/iefr.v1i1.4>
- Kosec, Z., Sekulic, S., Wilson-Gahan, S., Rostohar, K., Tusak, M., & Bon, M. (2022). Correlation between Employee Performance, Well-Being, Job Satisfaction, and Life Satisfaction in Sedentary Jobs in Slovenian Enterprises. *International Journal of Environmental Research and Public Health*, 19(16). <https://doi.org/10.3390/ijerph191610427>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2). <https://doi.org/10.33258/birci.v4i2.1940>
- Noviyanti, Astriani, F., Wibisono, C., & Kenedi, J. (2023). The influence of work discipline, motivation, and compensation, on employee performance through competence at Health Centers. *Environment and Social Psychology*, 8(2). <https://doi.org/10.54517/esp.v8i2.1738>
- Nsiah, P., Bannor, R. K., & Oppong-Kyeremeh, H. (2022). Examining the Effect of Rewards on Employee Performance to Support the Development of Poultry Agribusinesses. *Indian Journal of Economics and Development*, 18(2). <https://doi.org/10.35716/IJED/21318>
- Olan, F., Ogiemwonyi Arakpogun, E., Suklan, J., Nakpodia, F., Damij, N., & Jayawickrama, U. (2022). Artificial intelligence and knowledge sharing: Contributing factors to organizational performance. *Journal of Business Research*, 145. <https://doi.org/10.1016/j.jbusres.2022.03.008>

- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8). <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector. *3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019)*. <https://doi.org/10.2991/aebmr.k.200410.040>
- Persada, I. N., & Nabella, S. D. (2023). THE INFLUENCE OF COMPENSATION, TRAINING, COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE PT. LUAS RETAIL INDONESIA. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 1(4). <https://doi.org/10.61990/ijamesc.v1i4.37>
- Rivaldo, Y. (2021). Leadership and Motivation to Performance through Job Satisfaction of Hotel Employees at D'Merlion Batam. *The Winners*, 22(1). <https://doi.org/10.21512/tw.v22i1.7039>
- Saputra, F., & Rizky Mahaputra, M. (2022). Effect of Job Satisfaction, Employee Loyalty and Employee Commitment on Leadership Style (Human Resource Literature Study). *Dinasti International Journal of Management Science*, 3(4).
- Sinambela, E. A., Darmawan, D., & Mendrika, & V. (2022). Effectiveness of Efforts to Establish Quality Human Resources in the Organization. *Journal of Marketing and Business Research*, 2(1).
- Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction. Results of a systematic review. *International Journal of Environmental Research and Public Health*, 18(4). <https://doi.org/10.3390/ijerph18041552>
- Subari, S., & Raidy, H. (2015). Influence of training, competence and motivation on employee performance, moderated by internal communications. *International Journal of Economic Research*, 12(4). <https://doi.org/10.11634/216796061504678>
- Werdhiastutie, A., Suhariadi, F., & Partiw, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2). <https://doi.org/10.33258/birci.v3i2.886>
- Zahra, S. A. (2021). The Resource-Based View, Resourcefulness, and Resource Management in Startup Firms: A Proposed Research Agenda. *Journal of Management*, 47(7). <https://doi.org/10.1177/01492063211018505>