

THE IMPACT OF LEADERSHIP AND TRAINING ON EMPLOYEE PERFORMANCE: A STUDY IN THE MINISTRY OF AGRICULTURE AND FISHERIES TIMOR-LESTE

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ABSTRACT

This study aims to analyze the influence of leadership and training on employee performance, as well as the role of work motivation as a mediating variable. Through an empirical study conducted at the Ministry of Agriculture and Fisheries Timor-Leste, data were collected using survey methods and analyzed using SmartPLS 3.0. The results indicate that leadership has a positive and significant impact on employee performance, while training also demonstrates a significant positive influence on performance. However, leadership does not significantly affect work motivation, whereas training significantly enhances work motivation. Furthermore, the analysis shows that work motivation does not significantly mediate the relationship between leadership and employee performance, nor between training and employee performance. These findings suggest that while work motivation is important, internal individual factors such as personal needs and psychological characteristics are more dominant in influencing motivation. This research highlights the importance of investing in training as a tool to improve employee performance and encourages effective leadership practices to create a positive work environment. The practical implications of these findings can provide guidance for decision-makers in the public sector in efforts to enhance organizational performance through human resource development.

KEYWORDS: Leadership, Training, Motivation, Employee Performance, Timor-Leste

I. INTRODUCTION

Timor-Leste, as a relatively young country, has great potential in the agriculture and fisheries sectors. These two sectors are important pillars in promoting sustainable economic growth and alleviating poverty in rural areas. In this regard, the role of the Ministério da Agricultura Pecuária e Floresta (MAP) is very strategic, as this ministry is responsible for the management and development of the agriculture and fisheries sectors, which are the main sources of livelihood for the people of Timor-Leste. MAP plays a role in ensuring national food security, as well as strengthening the contribution of both sectors to the country's Gross Domestic Product (GDP). MAP's work also includes policy planning, improving productivity, conducting innovative research, and providing financial and educational support to farmers and fishermen throughout Timor-Leste.

As a large public organization, MAP faces significant challenges in achieving its strategic objectives. In the current era of globalization and modernization, challenges are increasingly complex, both in terms of human resource management (HRM) and in terms of managing existing natural resources. According to Budiani (2011), the performance of public organizations is strongly influenced by proper HR management. HR is not only considered as an important asset, but also as the main driving force that determines the success or failure of an organization in achieving its vision and mission. Therefore, public organizations, including MAPs, need to develop effective HR management strategies to be able to compete and adapt to changes in the external environment, especially in the context of a changing global economy (Wangidjaja & Edalmen, 2024).

Human resources (HR) in the public sector often face different challenges compared to the private sector (Ranjbar et al., 2019). One of the main differences is the presence of complex bureaucracy, as well as expectations to fulfill various public interests (Soomro et al., 2020). The performance of employees in the public sector is very important, because they are the spearheads who carry out government policies and programs (Budiani, 2011). In this case, the role of leadership in improving employee performance cannot be ignored. Ouakouak & Zaitouni (2020) assert that the success of an organization is highly dependent on the leader's ability to influence, motivate, and direct its employees. Effective leaders are able to create a conducive work environment, where employees feel valued and supported to reach their full potential. Alamri (2023) added that leadership styles can vary based on the characteristics of the leader and the environment in which he or she works, but the most important thing is that the leader must be able to adapt to the situation and needs of the organization.

The leadership style applied in organizations such as MAP plays a central role in determining how employees work (Zhang, 2024). A participative leadership style, for example, allows employees to be involved in the decision-making process, thereby increasing their sense of responsibility and job satisfaction (Attiqah & Hasanah, 2023). On the other hand, an autocratic leadership style may be more effective in situations where quick decisions are required, but it can reduce creativity and initiative from employees. Therefore, understanding the impact of leadership style on employee performance in MAP is important, especially in the face of managerial challenges facing these organizations in a dynamic work environment (Ngo et al., 2022).

Apart from leadership, training is also an important component that affects employee performance (Hassian et al., 2022). Dash & Jena (2022) argue that training is a key tool in improving employees' skills and competencies, which will ultimately impact their performance. Training enables employees to acquire new knowledge and skills, and improves their ability to adapt to changes in technology and work processes (Dash et al., 2022). In MAP, training is crucial, given the need to increase productivity in the agriculture and fisheries sectors through the application of new technologies and more efficient working methods. Well-trained employees will be better equipped to face the challenges that come their way, both from a technical and managerial perspective (Osolase et al., 2022).

In the context of Timor-Leste, where political and economic changes are still frequent, the ability of employees to adapt to these dynamics is crucial (de et al., 2023). The training provided to employees at MAP should not only cover technical aspects, but also soft skills such as time management, conflict resolution and effective communication. In addition, continuous training should be conducted so that employees continue to update their knowledge and skills, especially in the face of accelerating technological developments.

Another factor that is no less important in influencing employee performance is work motivation. Motivation is an internal force that drives individuals to achieve better results in their work (Roberts et al., 2014). Highly motivated employees tend to work harder, more dedicated, and more innovative in completing their tasks. Conversely, less motivated employees often show a decline in productivity and performance. In the context of MAP, employee motivation is essential given the heavy responsibilities they carry, including in terms of ensuring national food availability and increasing agricultural and fisheries production. For this reason, organizations must create a work environment that increases motivation, for example by rewarding good performance, providing opportunities for growth, and creating a positive work atmosphere.

However, several problems at MAP show that employee motivation is still an issue that needs to be improved (Gennard et al., 2003). Some employees experience stress due to high workloads, unsupportive work environments, and lack of recognition for their hard work. These conditions cause employee performance to decline, which in turn has an impact on reducing organizational productivity. For this reason, this study seeks to analyze in depth how leadership style and training can affect employee motivation at MAP, and how motivation acts as a mediator in improving employee performance.

This research aims to provide a deeper understanding of the influence of leadership style, training, and work motivation on employee performance within MAP. Using a quantitative approach, this study will test the hypothesis that leadership style and training have a significant influence on employee performance, and work motivation acts as a mediator. The results of this study are expected to provide practical recommendations for MAP in an effort to improve employee performance, as well as contribute to the literature on HR management in the public sector, especially in developing countries such as Timor-Leste.

Overall, this research is expected to help MAP to better understand the factors that influence employee performance, and provide guidance for the development of more effective HR policies in the future. With improved employee performance, it is hoped that MAP can better achieve its goal of sustainably managing and developing the agriculture and fisheries sector for the prosperity of the people of Timor-Leste.

II. LITERATURE REVIEW

Employee training is a crucial element in human resource development, focusing on enhancing knowledge, skills, and attitudes to achieve organizational goals. Based on previous studies, training can be conducted through two main methods: on-the-job training and off-the-job training. On-the-job training is conducted directly in the workplace, utilizing models such as job instruction training and coaching, which allow employees to learn while performing their tasks. Meanwhile, off-the-job training occurs outside the workplace, in forms such as classroom-based training, seminars, or simulations, where participants can fully focus on the provided material.

Factors influencing the effectiveness of training include costs, the required materials, the competence of the instructor, and the readiness of participants. Several studies have shown that successful training must be based on a needs analysis covering organizational, operational, and personnel aspects to ensure the training aligns with employee performance needs and organizational goals.

The indicators of training success, according to Dessler et al., (2005) and Snell and Bohlander (2012), include skills needs analysis, appropriate training design that matches objectives, and evaluation, which encompasses participant reactions, learning processes, behavior, and post-training outcomes. This evaluation is crucial for assessing the impact of training on employee performance and its contribution to organizational goals.

In terms of leadership, several previous studies have highlighted the importance of transformational leadership and work motivation in enhancing employee performance. Studies conducted by Rao & Abdul (2015) and Ranjbar et al., (2019) demonstrate that positive transformational leadership can significantly improve work motivation and employee performance. Motivation, in turn, acts as a mediator connecting leadership with performance.

Several studies, such as that by Campos-garcía, Zúñiga-vicente, & Juan (2019), also emphasize the importance of a leader's demographic and professional characteristics in influencing employee motivation. A leader's experience and training can significantly impact employee motivation, leading to improved performance.

The link between training, leadership, and motivation is evident in the existing literature. Research by Nugroho et al., (2020) shows that training, both directly and mediated through leadership, has a significant impact on employee performance. Furthermore, training that leverages internal motivation and supportive leadership styles also enhances the effectiveness and outcomes of the training program.

In conclusion, these studies suggest that to improve employee performance, it is important to pay attention to various aspects of training, leadership, and motivation. These factors are interconnected and must be carefully analyzed to ensure the optimal effectiveness of training, supported by strong leadership and motivation.

III. RESEARCH METHODOLOGY

The primary aim of this study is to assess the influence of leadership style and training on employee performance, with work motivation functioning as a mediating variable, within the Ministry of Agriculture and Fisheries in Timor-Leste. Employee performance is positioned as the key dependent variable, while leadership style and training are treated as independent variables. In this framework, work motivation acts as a mediating factor that links leadership style and training to employee performance (Widarko & Anwarodin, 2022).

A. Conceptual Framework

The framework is based on the understanding that employee performance is influenced by internal and external factors, such as work stress, low motivation, unfavorable work atmosphere, and leadership issues (Barasa, 2023). The research hypothesis was developed based on a review of the literature and previous research, which indicated a positive relationship between leadership, training, and work motivation in improving employee performance .

To test this hypothesis, the study used a quantitative approach with the Smart-PLS technique. Data were collected through questionnaires given to employees as respondents. The analysis techniques used include descriptive analysis to describe the research variables, as well as quantitative analysis to test the influence between independent, dependent, and mediating variables.

Previous research supports that leadership style, especially transformational, has a significant positive impact on employee motivation and performance (Campos & Juan, 2019; Rao & Abdul, 2015). In addition, good training is expected to improve employee competence and morale, which in turn will improve performance (Purwanti, 2015; Andayani & Tirtayasa, 2019).

This framework aims to analyze the causal relationships among leadership style, training, work motivation, and performance. The goal is to offer practical guidance for enhancing employee performance by implementing effective leadership and training strategies.

B. Research Design

This study adopts a quantitative approach with a survey design to examine the influence of leadership style and training on employee performance, with work motivation as a mediating variable (Dharmawan & Kurniawan, 2023). Data were collected through questionnaires distributed to employees of the Ministry of Agriculture and Fisheries of Timor-Leste. Data analysis was performed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), selected for its flexibility in handling complex models and relatively small sample sizes (Ghozali, 2016). This approach allows the evaluation of latent variable relationships and the measurement of both direct and indirect effects of leadership style and training on employee performance through work motivation (Hariani & Lutfi, 2023; Yulia et al., 2023).

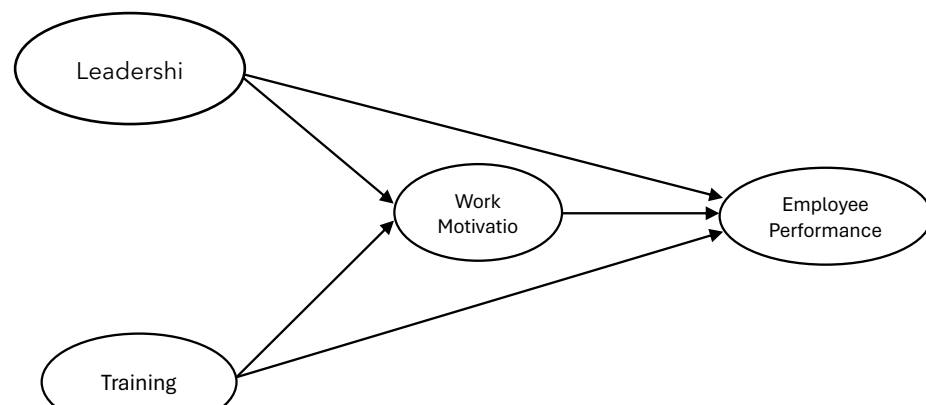


Figure 1. Conceptual Framework

C. Population and Sample

The population for this study consisted of all employees working at the Ministry of Agriculture and Fisheries of Timor-Leste. Purposive sampling was employed to select respondents based on specific criteria, including work experience and relevance to the studied variables. The sample consisted of 165 respondents, chosenFor this study, the population included all employees at the Ministry of Agriculture and Fisheries of Timor-Leste. We used purposive sampling to select respondents based on specific criteria such as work experience and relevance to the studied variables. The sample comprised 165 respondents, chosen to represent different job levels and responsibilities within the ministry. to represent various job levels and responsibilities within the ministry.

D. Research Instrument

The research instrument used was a questionnaire developed based on prior literature. Each variable was measured using indicators that have been validated in previous studies (In-Sok, 2014). The leadership style variable was measured using indicators such as authoritarian, democratic, transformational, situational, and laissez-faire leadership (Handayani & Hakim, 2022). The training variable was measured based on stages including needs analysis, instructional design, validation, implementation, and evaluation of training programs (Dessler & Varkkey, 2005). Work motivation was measured with indicators such as job placement, working conditions, recreational facilities, and health insurance (Raymundo, 2023). Lastly, employee performance was measured using indicators such as work quality, work quantity, efficiency, discipline, initiative, and creativity (Salsabilla & Syarifuddin, 2024).

E. Validity and Reliability Testing

The validity of the test was assessed using convergent validity, with a loading factor requirement of ≥ 0.5 . Discriminant validity was evaluated through cross-loading and comparing the Average Variance Extracted (AVE) values with inter-construct correlations. The reliability of the test was determined using composite reliability and Cronbach's Alpha, with values above 0.7 considered to be reliable (Hair et al., 2017). All validity and reliability tests were performed using SmartPLS 3.0 software.

F. Data Analysis Techniques

Data analysis was performed in two stages. First, an outer model evaluation was conducted to assess the relationships between latent variables and their indicators. Second, an inner model evaluation was carried out to examine the relationships among latent variables (Puspayanthi et al., 2024). In the evaluation of the structural model, the R-square (R^2) value was used to measure the extent to which independent variables affected dependent variables. Additionally, Goodness of Fit (GoF) and Q-square predictive relevance (Q^2) were used to assess the overall model fit and predictive capability (Ghozali, 2016; Hair et al., 2017). Hypothesis testing was performed using bootstrapping to test the significance of the relationships between variables, with hypotheses deemed significant if t-statistics exceeded 1.96 and p-values were below 0.05.

IV. DISCUSSION

The "Ministério da Agricultura Pecuária Pêscas e Floresta" (MAPF) is the government body responsible for the management, development, and regulation of the agricultural, fisheries, and forestry sectors in Timor-Leste. These sectors play a crucial role in supporting the nation's economy, as the majority of its population relies on agriculture and fisheries as their primary sources of livelihood. The ministry's vision is focused on the sustainable development of these sectors, ensuring long-term food security and rural development, which are pivotal to the country's economic stability and the well-being of its citizens.

MAPF's main objectives are centered on promoting food security, enhancing rural development, and supporting the sustainability of the agriculture and fisheries sectors. These efforts are particularly relevant in Timor-Leste, where rural areas are predominantly agricultural, and the majority of the population depends on farming and fishing activities for subsistence. The ministry seeks to improve public service delivery through various programs designed to enhance productivity, economic welfare, and environmental sustainability across these sectors.

The Role of Good Governance in the Public Services of MAPF

Building effective public services based on principles of "good governance" is essential for ensuring that government institutions can deliver services that are efficient, transparent, and accountable. This is especially critical in sectors such as agriculture and fisheries, which are vital to the livelihoods of

many Timorese citizens (Juiz et al., 2014). The implementation of good governance practices within MAPF includes the adoption of key principles such as transparency, accountability, participation, efficiency, responsiveness, and the rule of law.

To achieve good governance in the public services of MAPF, several measures are necessary (Sari, 2023): (1). Transparency: Ensuring that decision-making processes and resource allocations are open and accessible to the public; (2). Accountability: Holding officials and institutions responsible for their actions, particularly in the management of public funds and resources; (3). Participation: Encouraging the involvement of farmers, fishers, and rural communities in the development of policies and programs that directly impact them; (4). Efficiency and Effectiveness: Streamlining processes to ensure that resources are utilized optimally and services are delivered in a timely and effective manner; (5). Responsiveness: Adapting programs and services to meet the evolving needs of the agricultural and fisheries sectors; (6). Rule of Law: Strengthening legal frameworks to ensure fairness, equity, and justice in the administration of services.

The implementation of these principles within MAPF requires continuous efforts to enhance human resources, institutional capacity, technological innovation, and oversight mechanisms. Additionally, promoting ethical values and integrity within the ministry is crucial for fostering trust between the government and the public it serves. Public participation, particularly from rural communities, is key to ensuring that policies reflect the real needs and challenges faced by the agricultural and fisheries sectors in Timor-Leste (Goldfinch & DeRouen, 2014).

Strengthening Public Services and Achieving Sustainable Development

By adopting these principles of good governance, MAPF is positioned to build a more robust public service framework that not only improves service delivery but also enhances public trust in government institutions. This is particularly important for achieving long-term, sustainable development in Timor-Leste, where agriculture and fisheries are central to both economic growth and social stability. The ministry's efforts to improve the productivity and welfare of farmers, fishers, and rural communities align with broader national goals for inclusive and sustainable development (Nahak et al., 2023).

In conclusion, the "Ministério da Agricultura Pecuaria Pescas e Floresta" plays a pivotal role in Timor-Leste's development strategy. By enhancing governance mechanisms, improving institutional capacity, and promoting community participation, the ministry can effectively contribute to the nation's food security, rural development, and overall economic resilience.

Characteristics of Respondents

The respondent characteristics in this study were analyzed based on gender, age group, marital status, education level, and work tenure. These demographic characteristics are essential in contextualizing the respondent composition, providing a clearer understanding of the individuals involved in the study, and aiding in the interpretation of results. The respondents of this research were employees of

the “Ministério da Agricultura Pecuária Pesca e Floresta” (MAPF). Out of the 257 distributed questionnaires, 165 were returned, yielding a response rate of 64.2%. The detailed demographic breakdown of the respondents is presented in Table 1.

Table 1. Characteristics of Respondents by Age Group, Education Level, Marital Status, Gender, and Work Tenure

Category	Classification	Frequency	%
Age Group	20-29	50	30.4
	30-39	78	47.2
	40-49	37	22.4
Education Level	High School	14	8.5
	Diploma	18	10.9
	Bachelor's Degree	114	69.1
	Master's Degree	19	11.5
Marital Status	Single	33	20.0
	Widower	4	2.4
	Widow	7	4.2
	Married	121	73.4
Gender	Male	82	49.7
	Female	83	50.3
Work Tenure	1-4 years	86	52.1
	5-8 years	71	43.1
	9-15 years	8	8.8

Age and Performance Implications

The respondents in this study are primarily within the productive age range, with 77.6% of respondents falling between the ages of 20 and 39. This demographic is critical, as it suggests that the workforce at MAPF is relatively young and energetic, which can have significant implications for performance. According to Rembiasz (2017), age plays a vital role in shaping work behavior, influencing how

employees respond to threats, stress, and workplace safety measures. Younger workers, while often more dynamic and adaptable, may also face greater risks in terms of workplace accidents, as they are still developing their experience and coping mechanisms in handling work-related pressures (Micheli et al., 2024).

Educational Attainment

The educational background of the respondents shows that a majority (69.1%) hold a Bachelor's degree (S1), with a smaller percentage having completed higher levels of education such as a Master's degree (S2) at 11.5%. This relatively high level of education is indicative of the qualifications needed to work in governmental institutions such as MAPF. Education plays a significant role in equipping employees with the knowledge, skills, and competencies necessary for effective job performance. Higher education levels often correlate with increased career opportunities, higher income potential, and improved social status (Abun et al., 2021). These findings suggest that while most employees have a solid educational foundation, there may be room for further educational advancement and professional development, especially considering the small percentage of employees with postgraduate qualifications (Liao & Sekhar, 2024).

Marital Status and Gender Distribution

In terms of marital status, the majority of respondents (73.4%) are married, while 20.0% are single. The remaining respondents are either widowed or divorced, comprising only 6.6% of the total sample. This distribution may offer insights into the stability and personal circumstances of employees, as marital status can affect work-life balance, productivity, and job satisfaction. Additionally, the gender distribution in this study is nearly equal, with 50.3% of respondents identifying as female and 49.7% as male. This gender parity reflects a relatively balanced workforce at MAPF, which is essential for promoting inclusivity and gender equality in public institutions.

Work Tenure and Experience

The majority of respondents (52.1%) have between 1 and 4 years of work experience at MAPF, while 43.1% have between 5 and 8 years of experience. Only a small fraction (4.8%) have more than 9 years of service. This data reveals that the workforce is relatively new, with most employees having less than five years of tenure. This lack of long-term experience may present challenges in terms of institutional knowledge and continuity, which could potentially affect performance. According to the literature, work experience is directly correlated with job performance; employees with longer tenures typically possess greater expertise and efficiency in their roles (Rembiasz, 2017). Therefore, the relatively short average work tenure among respondents may be a factor contributing to performance issues within the ministry.

Implications for Public Sector Performance

The characteristics of respondents in this study provide critical insights into the composition of the workforce at MAPF and how it may impact overall performance. The predominantly young and relatively inexperienced workforce, coupled with the high level of educational attainment, suggests that MAPF employees have the potential for growth but may require further professional development to fully capitalize on their skills and abilities. Additionally, the gender balance and the substantial proportion of married individuals within the workforce indicate a stable demographic foundation that can support the ministry's long-term objectives, particularly in fostering a more inclusive and diverse working environment.

In conclusion, understanding the characteristics of the MAPF workforce is essential for developing targeted strategies to improve job performance and service delivery. These strategies should focus on enhancing professional development, extending work tenure through retention efforts, and promoting inclusivity and equity within the ministry.

G. Descriptive Analysis of Research Variables

Leadership Style (X1)

Leadership style plays a significant role in shaping organizational performance, particularly in public sector institutions such as the **Ministry of Agriculture, Livestock, Fisheries, and Forestry** in Timor-Leste. In this study, leadership style is measured through six indicators: (1) decision-making autonomy, (2) team participation in decision-making, (3) leader's vision and inspiration, (4) situational leadership adaptability, (5) focus on team growth and welfare, and (6) delegation and autonomy to subordinates.

The analysis of leadership style (X1) shows that respondents generally view their leaders positively, with an average score of 4.67, falling into the "good" category. This score indicates that leaders in the ministry often engage in participative leadership and have a strong vision that inspires subordinates, promoting personal and professional growth. Furthermore, this leadership fosters teamwork, cooperation, and trust within the organization. According to Basit et al., (2017), leadership style involves behavior patterns used by leaders to influence the behavior of others, while Rivai and Mulyadi (2012) emphasizes leadership as a set of traits that influence subordinates to achieve organizational goals.

These findings highlight the importance of leadership that is both participative and inspirational in enhancing employee competencies and improving overall organizational performance. Leaders who exhibit such styles are seen to foster higher levels of collaboration, innovation, and commitment to organizational objectives.

Training (X2)

Training is a critical factor in employee development and performance. In this research, training is measured using four indicators (Watson, 2018): (1) opportunities for external training, (2) alignment of

training with organizational targets, (3) validation of training effectiveness, and (4) the implementation of systematic training programs for all employees.

The descriptive analysis of training (X2), as shown in Table 2, reveals an average score of 4.51, also categorized as "good." This suggests that the ministry's training programs are perceived positively by employees, who view training as an important process for improving knowledge, skills, and competence. Training programs not only enhance employee capabilities but also ensure that they can adapt to changes in the workplace and meet the evolving needs of the organization (Elnaga & Imran, 2013). Moreover, Naim et al., (2019) argue that training is a strategic organizational effort to promote continuous learning and enhance employee performance.

Thus, the systematic and well-organized training programs implemented by the ministry are seen as effective in preparing employees to meet the challenges of their roles and contribute to the achievement of organizational goals.

Work Motivation (Y1)

Work motivation refers to the internal and external factors that influence employees to perform tasks, achieve goals, or complete assignments. In this study, work motivation is measured through four indicators: (1) organizational discipline, (2) prioritizing tasks by difficulty, (3) job facilitation, and (4) maintaining a healthy work environment.

The analysis shows that the average score for work motivation (Y1) is 4.68, which is categorized as "good." This implies that employees at the Ministry of Agriculture, Livestock, Fisheries, and Forestry are highly motivated to perform their tasks and meet organizational expectations. Kadarisman (2012) emphasizes that work motivation is influenced by both internal and external factors, including job satisfaction, work environment, and reward systems. This aligns with the findings of this study, where employees report strong internal drives, supported by conducive working conditions, to achieve high performance levels.

Motivation plays a key role in maintaining employee engagement and driving productivity. The high motivation levels observed in this study suggest that employees are committed to their roles and are motivated by both intrinsic factors, such as job satisfaction, and extrinsic factors, such as organizational support (Goldfinch & DeRouen, 2014).

Employee Performance (Y2)

Employee performance is a key indicator of organizational success. It encompasses the outcomes achieved by employees in terms of the quality, efficiency, and effectiveness of their work. In this study, employee performance is measured through nine indicators, including task execution, job satisfaction, task completion, and collaboration.

The analysis of employee performance (Y2) yields an average score of 4.35, indicating that employees generally perform well in their roles. According to Muis (2018), employee performance is the result of job accomplishments based on organizational standards. This study demonstrates that employees in the ministry meet these standards by completing their tasks on time, working collaboratively, and continuously improving their work processes.

Furthermore, Moldasheva & Mahmood (2014) argue that performance outcomes are shaped by factors such as training, motivation, and leadership, all of which have been positively rated in this study. These factors collectively contribute to the strong performance outcomes observed in the ministry, as employees report high levels of satisfaction with their work and consistently achieve performance targets.

H. Inferential Analysis of Structural Equation Model Using Partial Least Squares (SEM-PLS)

This study applies the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique using SmartPLS 3.0 software to analyze the proposed research model. The SEM-PLS method involves two key steps: (1) evaluating the measurement model (outer model) to assess indicator validity and reliability and (2) assessing the structural model (inner model) to gauge the overall model's fit and predictive relevance.

1) Measurement Model Analysis (Outer Model)

The evaluation of the measurement model focuses on ensuring the validity and reliability of indicators for each latent variable—namely, leadership, training, motivation, and employee performance. Each indicator in this study is reflective, and thus the model's validity and reliability are assessed using several criteria: convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha.

Convergent Validity

Convergent validity determines whether the indicators for each latent variable are valid, indicated by the outer loading values for each indicator. An indicator is considered valid if its outer loading exceeds 0.50 and is statistically significant (t -statistics > 1.96), reflecting a strong contribution to the latent variable. Results indicate that all indicators have outer loadings greater than 0.50 and exhibit composite reliability and Cronbach's Alpha values above 0.70, verifying that each indicator is valid and reliable. The coefficient outer loading analysis results are presented in Figure 1.

Discriminant Validity

Discriminant validity is evaluated by comparing the square root of the Average Variance Extracted ($\sqrt{AVE}$) for each latent variable with the correlations among other latent variables. An AVE greater than 0.50 indicates good discriminant validity (Ghozali & Latan, 2014). The discriminant validity results, as shown in Table 2, confirm that all variables meet the AVE criteria, thereby supporting discriminant validity.

Table 2. Description of Respondents' Responses to Indicators on Leadership (X1)

Variable	AVE
Leadership (x1)	0.594
Training (x2)	0.663
Motivation (y1)	0.641
Employee Performance (y2)	0.597

Composite Reliability and Cronbach's Alpha

Composite reliability and Cronbach's Alpha assess the internal consistency among indicator blocks for each latent variable. Values above 0.70 for composite reliability and Cronbach's Alpha are considered satisfactory. The results displayed in Table 3 show that each variable meets this threshold, affirming good internal consistency.

Table 3. Composite Reliability and Cronbach's Alpha of leadership, training, motivation, and employee performance variables

Variable	Composite Reliability	Cronbach's Alpha
Leadership (x1)	0.893	0.851
Training (x2)	0.887	0.830
Motivation (y1)	0.877	0.821
Employee Performance (y2)	0.854	0.819

Overall, the measurement model fulfills the criteria for convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha, demonstrating that the indicators are both valid and reliable.

2) Structural Model Analysis (Inner Model)

The structural model analysis (inner model) examines the relationships between latent variables to assess the overall model's predictive capability. Key evaluation criteria include R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF), as indicated in Table 4.

Table 4. R-Square (R²) for Motivation and Employee Performance Variables

Variable	R-Square (R ²)	Description
Motivation (y1)	0.406	High
Employee Performance (y2)	0.406	High

R-Square (R²)

Table 5.9 reveals that the R² values for motivation (Y1) and employee performance (Y2) are both 0.406. These values indicate that 46.10% of the variance in motivation is explained by leadership and training, while 46.10% of the variance in employee performance is explained by motivation. According to Hair et al. (2010) and Latan & Ghazali (2014), R² values of this magnitude are considered high, underscoring a strong predictive relationship in the model.

Q-Square Predictive Relevance (Q²)

Q² assesses how well the observed values are reproduced by the model, ranging from 0 to 1, with values closer to 1 indicating better predictive relevance. Based on R² values, Q² is calculated as follows:

$$Q^2 = 1 - [(1 - R^2_{Y1})(1 - R^2_{Y2})]$$

Substituting values, we obtain Q² = 0.648, indicating that the model has a robust predictive relevance of 64.8%, with only 35.2% of the variance attributable to factors outside the model.

Goodness of Fit (GoF)

Goodness of Fit (GoF) measures the model's overall fit, with values ranging from 0 to 1; values close to 1 indicate a better fit. GoF is calculated using the formula:

$$GoF = \sqrt{Ave R^2}$$

Substituting the values yields a GoF of 0.501, which, according to Latan & Ghazali (2016) signifies a high fit. This result suggests that the research model has a strong overall fit.

In summary, the structural model evaluation using R², Q², and GoF confirms the model's validity and reliability, indicating that the relationships among leadership, training, motivation, and employee performance are statistically robust. The satisfactory fit and predictive relevance suggest that the model is reliable for testing the hypothesized relationships.

These results justify proceeding to hypothesis testing, with the model's adequacy demonstrated through both measurement and structural model evaluations, supporting its capacity to represent the relationships effectively for further empirical testing.

I. RESULTS OF HYPOTHESIS TESTING

The hypothesis testing in this study was conducted through two steps: testing the direct effects and the indirect effects of exogenous variables on endogenous variables. Direct effects represent the influence of an exogenous variable on an endogenous variable without passing through other endogenous variables, while indirect effects occur when an exogenous variable influences an endogenous variable through other endogenous variables in a causal model being analyzed. The direct effect testing in this study is supported by Figure 2 and Table 5.

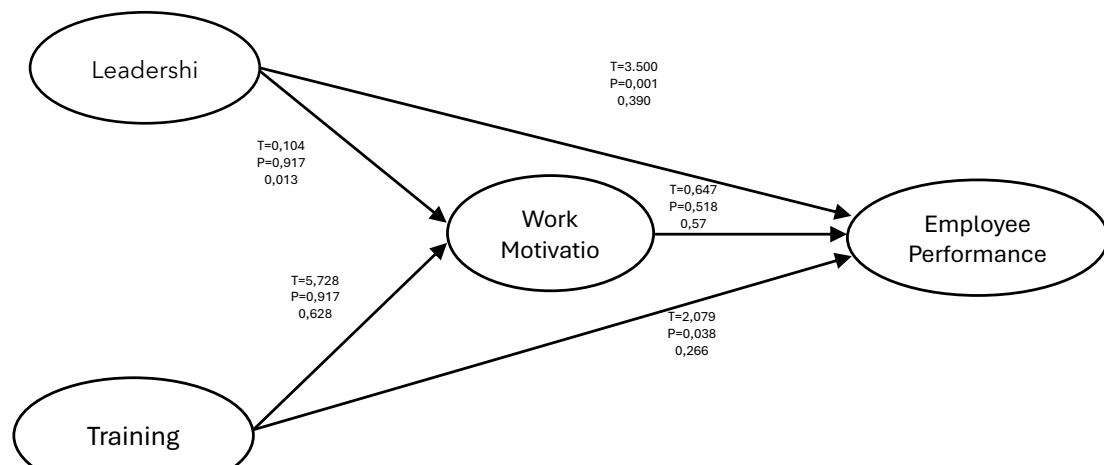


Figure 2. Path Coefficient at $\alpha = 0.05$.

Direct Effect Testing

The direct effect testing comprises five hypotheses: 1) the effect of leadership on employee performance, 2) the effect of leadership on motivation, 3) the effect of training on motivation, 4) the effect of training on employee performance, and 5) the effect of motivation on employee performance. Each research hypothesis was evaluated in detail based on the results from the data processed using SmartPLS 3.0 software, as shown in Figure 2 and Table 5.

Table 5. Direct Effects Among Leadership, Training, Motivation, and Employee Performance

Relationship	Direct Effect Coefficient	<i>T-statistics</i>	<i>T-tabel</i>	Description
$X_1 \rightarrow Y_1$	0,013	0,104	<1,96	Not Significant

$X_1 \rightarrow Y_2$	0,390	3,500	> 1,96	Significant
$X_2 \rightarrow Y_1$	0,628	5,728	> 1,96	Significant
$X_2 \rightarrow Y_2$	0,266	2,079	> 1,96	Significant
$Y_1 \rightarrow Y_2$	0,057	0,647	< 1,96	No Significant

Note: X1= Leadership, X2= Training, Y1= Motivation, Y2= Employee Performance.

The Influence of Leadership on Employee Performance

Table 6 provides information that leadership has a positive and significant influence on employee performance, with a path coefficient of 0.390 and t-statistics of 3.500 (> 1.96). This indicates that Hypothesis 1 (H1), which states that leadership positively and significantly affects employee performance, is accepted. Good leadership can enhance employee performance. A leader's ability to motivate, direct, and influence the behavior and decisions of others towards achieving organizational goals is crucial. In the context of ministries such as the Ministry of Agriculture and Fisheries, effective leadership has a direct impact on the performance of both the institution and its employees.

Table 6. Summary of Research Findings on Leadership, Training, Motivation, and Employee Performance

Variable	Effect on Employee Performance	Effect on Work Motivation	Significance Level	Source
Leadership	Positive and significant	Positive but not significant	$p < 0.05$	Ruki (2014), Masruri (2018)
Training	Positive and significant	Significant	$p < 0.01$	Pribadi (2013), Aruan (2013)
Leadership on Work Motivation	Positive but not significant	-	-	Kuvaas & Dysvik (2009)
Training on Work Motivation	Significant	Significant	$p < 0.05$	Sitzmann & Ely (2011)
Mediating Role of Motivation	-	Significant	$p < 0.05$	-

The Influence of Job Training on Employee Performance

Table 6. also indicates that training has a positive and significant influence on employee performance, with a path coefficient of 0.266 and t-statistics of 2.079 (> 1.96). This supports Hypothesis 2 (H2), which states that training positively and significantly influences performance. The findings suggest that better training leads to improved employee performance. Overall, training serves as an important investment to enhance employee performance, both in technical and managerial aspects. With better knowledge and skills, employees can work more efficiently and productively, ultimately improving overall performance.

The Influence of Leadership on Work Motivation

Table 6. shows that leadership does not have a significant influence on work motivation, with a path coefficient of 0.013 and t-statistics of 0.104 (< 1.96). This demonstrates that Hypothesis 3 (H3), which posits that leadership does not significantly affect work motivation, cannot be accepted. Poor leadership may lead to decreased motivation, and vice versa. Nevertheless, the assertion that leadership does not significantly impact work motivation suggests other influential factors at play, such as organizational culture and the intrinsic motivation of employees.

The Influence of Training on Work Motivation

Training shows a positive and significant influence on work motivation, as reflected in a path coefficient of 0.628 and t-statistics of 5.728 (> 1.96). This validates Hypothesis 4 (H4), which states that training has a positive and significant effect on work motivation. Effective training allows employees to enhance their skills and knowledge, leading to increased confidence and motivation to perform well. Training is not only about skill acquisition but also about recognizing employees' potential, which in turn can significantly enhance their intrinsic motivation.

The Influence of Work Motivation on Employee Performance

The results indicate that work motivation does not have a significant effect on employee performance, with a path coefficient of 0.057 and t-statistics of 0.647 (< 1.96). This confirms that Hypothesis 5 (H5), which posits that work motivation positively and significantly influences employee performance, cannot be accepted. High motivation alone is insufficient if the working environment lacks support. Performance can be affected by factors beyond the control of employees, such as organizational policies and management changes, which can diminish the effectiveness of motivated employees.

Indirect Effect Testing

Testing the mediating variable aims to ascertain the mediating role of work motivation in the research model. The indirect effect hypotheses 6 (H6) and 7 (H7) involve the role of work motivation in mediating the influence of leadership and training on employee performance, respectively. The results are summarized in Table 7.

Table 7. Indirect Effects of Leadership and Training on Employee Performance

Relationship	Mediating Variable	Indirect Effect	<i>t-statistics</i>	Description
X1 -> Y1 -> Y2	Y ₁	0,001	0,053	Not Significant
X2 -> Y1 -> Y2	Y ₁	0,036	0,632	Not Significant

The Role of Work Motivation in Mediating Leadership's Influence on Employee Performance

Table 7. indicates that work motivation (Y1) mediates the influence of leadership (X1) on employee performance (Y2). The path value from leadership to employee performance through work motivation is 0.001 with a t-statistics of 0.053 (< 1.96). These results illustrate that Hypothesis 6 (H6), which asserts that work motivation serves as a partial mediator between leadership and employee performance, is not supported.

The Role of Work Motivation in Mediating Training's Influence on Employee Performance

Table 7. demonstrates that work motivation (Y1) also mediates the influence of training (X2) on employee performance (Y2). The path value from training to employee performance through work motivation is 0.036 with a t-statistics of 0.632 (< 1.96). This highlights that, similar to the previous finding, work motivation does not significantly mediate the relationship between training and employee performance.

V. DISCUSSION OF RESEARCH RESULTS

The interpretation of the hypothesis testing results summarizes several aspects, namely: the relationship between constructs or variables based on theory, the results of the outer model test, the results of the inner model test, the contribution of the characteristics of the research object, and the magnitude of the loading factor of each indicator, as well as comparing with previous research results and discussing the constructs in relation to the practical implications of the field confirmations. The discussion of the research results is as follows: (1) The effect of leadership on employee performance; (2) The effect of training on performance; (3) The effect of leadership on work motivation; (4) The effect of training on work motivation; (5) Empirical studies on the effect of training on motivation; (6) The effect of work motivation on employee performance; (7) The mediating role of motivation in the influence of leadership on employee performance; (8) The mediating role of motivation in the effect of training on employee performance.

The Effect of Leadership on Employee Performance

The data indicate that leadership has a positive and significant effect on employee performance. Effective leadership fosters a positive work atmosphere that motivates employees, enhances collaboration, and strengthens relationships built on trust and openness, where employees feel free

to share ideas and criticisms without fear of negative reactions. At the Ministry of Agriculture and Fisheries, effective leadership supports employees in achieving shared goals through communication, vision, and sound decision-making. Prior research has also confirmed the positive impact of leadership on performance (Ruki, 2014; Masruri, 2018; Marjaya & Pasaribu, 2019; Jazuli & Manalu, 2020; Putri & Fatahurrazak, 2020), indicating that leaders who are open to change can increase employee satisfaction, loyalty, and work quality.

The Effect of Training on Performance

The data indicate that training has a positive and significant effect on employee performance, where better training leads to overall performance improvement. With an average score of 4.51, respondents agree with the concept of training. Training plays a crucial role in enhancing employees' skills, knowledge, and motivation, which ultimately increases organizational productivity and performance. Previous studies support this finding, stating that training programs are an organizational responsibility to develop employee performance (Pribadi, 2013). Research by Aruan (2013) and Kumartinah & Sukoco (2010) also demonstrate a significant positive impact of training on employee performance.

The Effect of Leadership on Work Motivation

The data indicate that while leadership has a positive effect on work motivation, this effect is not statistically significant, suggesting that motivation is more influenced by individuals' internal factors—such as personal needs and psychological traits—than by external leadership styles. Self-Determination Theory supports this view, asserting that intrinsic motivation primarily stems from fulfilling basic needs for autonomy, competence, and relatedness, which may limit the impact leaders have if employees are already intrinsically motivated (Deci & Ryan, 2000). In such cases, employees' motivation remains largely unaffected by leadership styles, especially if those styles do not support autonomy.

Further, Victor Vroom's Expectancy Theory highlights that motivation is driven by individuals' expectations of achieving valued outcomes, suggesting that leaders have a limited influence on motivation unless they can directly impact employees' perceptions of success. Herzberg's theory also points to intrinsic factors as key drivers of motivation, which explains why Kuvaas and Dysvik (2009) found that employees' intrinsic motivation is often more closely tied to job characteristics—such as autonomy and development opportunities—than to leadership. In structured organizations, or where employees are inherently motivated by personal goals or the nature of their work, leadership exerts a minimal effect on motivation.

The Effect of Training on Work Motivation

The data indicate that training has a significant positive effect on motivation, suggesting that better training enhances employee motivation. Training is essential in building employees' skills, knowledge, and confidence, which in turn fosters greater motivation to perform well. Studies and theories support the link between training and motivation, particularly for intrinsic and extrinsic motivation, as training

directly contributes to the development of employees' capabilities and motivation to apply learned skills in the workplace.

Self-Determination Theory (Deci & Ryan, 1985) explains that training enhances intrinsic motivation when it fulfills employees' needs for autonomy, competence, and relatedness. Effective training instills a sense of competence and confidence, motivating employees to use their skills productively. Expectancy Theory (Vroom, 1964) further suggests that training increases motivation by raising employees' confidence in achieving desired outcomes. Additionally, Sitzmann & Ely (2011) found that training boosts intrinsic motivation by building self-efficacy, while Reinforcement Theory (Skinner, 1953) highlights that training paired with rewards or recognition can drive extrinsic motivation, particularly when linked to career progression or financial incentives.

Empirical Studies on the Effect of Training on Motivation

Rowold (2007) found that leadership-based training can enhance intrinsic motivation through the development of self-management skills, decision-making, and interpersonal communication. Such training encourages employees to take greater initiative in their roles, increasing motivation. Training as a career development strategy, or an increase in promotion

VI. CONCLUSION

This study examined the intricate relationships between leadership, training, work motivation, and employee performance within the context of the Ministry of Agriculture and Fisheries. The findings underscore the pivotal role of effective leadership and training in enhancing employee performance, highlighting that good leadership significantly boosts performance through motivation and direction. The evidence that leadership positively influences employee performance, evidenced by a substantial path coefficient, reaffirms existing literature emphasizing the importance of leaders who can foster a motivating and collaborative work environment.

Moreover, the analysis revealed that training significantly enhances both employee performance and work motivation. The positive path coefficients associated with training suggest that organizations must prioritize continuous training programs to equip employees with the necessary skills and knowledge for improved performance. Such investments in training not only enhance technical capabilities but also increase employee confidence and motivation, ultimately contributing to higher productivity levels within the institution.

Conversely, the findings indicate that while leadership has a positive correlation with work motivation, this relationship is not statistically significant. This highlights that internal factors, such as personal needs and intrinsic motivation, may overshadow the influence of leadership on employee motivation. Additionally, the study found no significant direct effect of work motivation on employee performance,

suggesting that motivation alone may not suffice in fostering high performance without the backing of supportive organizational structures and environments.

In summary, the research emphasizes the need for a comprehensive approach that integrates effective leadership and robust training programs to optimize employee performance. Future studies should explore additional factors that may impact motivation and performance, as well as investigate the potential moderating effects of organizational culture and employee characteristics. By understanding these dynamics, organizations can better implement strategies that promote not only individual employee success but also overall organizational effectiveness.

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