

Improvement of Employee Performance at One Stop Administration Services (SAMSAT) Office in Takalar Regency through Leadership and Employee Training and Motivation as Mediation Variable

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Abstract

This research aims (1) to analysed the influence of leadership and employee training on motivation at One-Stop Administration Services (SAMSAT) Office In Takalar Regency; (2) to analysed the influence of leadership and employee training on employee performance at One-Stop Administration Services Office In Takalar Regency; (3) to analysed the influence of motivation on employee performance at One-Stop Administration Services Office In Takalar Regency; (4) to analysed the influence of leadership and employee training on employee performance through motivation at One-Stop Administration Services Office In Takalar Regency. This research was applied in One-Stop Administration Services Office in Takalar Regency. The sample uses purposive sampling, that is, sampling based on specific considerations or criteria—all samples of 95 respondents at One-Stop Administration Services Office in Takalar Regency. A method of data used is the live interview to the many involved in the problem under discussion and give a questionnaire for employee according to research conducted. Data analysis was done using descriptive analysis and path analysis. The results of an analysis of shows that 1) leadership and employee training is an influence on motivation at One-Stop Administration Services Office In Takalar Regency; 2) leadership and employee training is an influence to employee performance at One-Stop Administration Services Office In Takalar Regency; 3) motivation an influence to employee performance at One-Stop Administration Services Office In Takalar Regency; and 4) leadership and employee training an influence to employee performance trough motivation at One-Stop Administration Services Office In Takalar Regency.

Keywords

Leadership, Employee Training, Motivation, and Employee Performance

1. Introduction

Human resource management is related to the formal design system of the organization to determine the effectiveness and efficiency embodied in an organization (Al dakeel and Almannie 2015; Mihardjo 2020). Organizations that are constantly developing are in the interest of everyone because both the domestic and private sectors expect the organization to grow and develop well.

Performance is basically what employees do (Schumann 2013), so that it affects how much they contribute to the organization, including the quality service provided. Organizations in improving employee performance need the development of human resources that have been determined in the work environment. The factors used to enhance employee performance include individual abilities or knowledge, skills, and organizational support (Wainaina 2015). Employee performance results from the thought and energy of an employee on the work done; it can be tangible, seen, and counted, but many things cannot be measured and seen, such as ideas and innovations from employees to improve organizational progress.

A leader is someone who has leadership skills, can influence another person or group of people. A leader is also active in making plans, coordinating, and doing work to achieve goals together.

Leadership influences motivation. George R. Terry defines that leadership as an activity to influence people to achieve organizational goals (Johnson 2016; Soderhjelm 2021). Leadership is the process of influencing people, motivating, and improving the group and its culture.

In addition to leadership factors that affect motivation, employee training factors also affect motivation. According to Arep and Tanjung (2013), one of the factors that influence motivation is the training factor in increasing employees' ability in an organization (Nengsih). Training is an effort to develop human resources, especially in terms of knowledge, abilities, skills, and attitudes. The concept above is in line with research conducted that education and training have a positive effect on motivation (Hamid 2015; Mislia 2021).

Leadership influences employee performance. Leadership is a way for a leader to influence the behaviour of subordinates so that they are willing to work together effectively and efficiently to achieve organizational goals (Soderhjelm). Leadership is the ability to control other parties. The success of a leader depends on his ability to influence the people around him. In strategic management for an organization that wants to develop, strategies and functions of human resource management, leadership, work discipline, motivation, and organizational culture and work field must be combined (Nengsih). The concept above is in line with research conducted by Gultom (2021) that leadership influences employee performance (Gultom 2021).

Employee training is a human resource development activity to increase knowledge, abilities, and skills and improve employee performance. The training seeks to develop the intellectual and personality abilities of employees. Therefore, any organization that wants to grow must pay attention to employee training to affect improving employee performance.

In addition to leadership factors that affect employee performance, employee training factors also affect employee performance. Education and training are tasked to increase workers' knowledge, understanding, or attitudes to better adapt to their work environment. In addition, Education and training are essential factors in human resource development. Education and training not only increase knowledge but also improve work skills. Then, the purpose of Education and training is generally in coaching to get training and improve performance in planning and enhancing knowledge. The concept above is in line with research conducted that Education and training have a positive influence on employee performance (Yusuf 2021).

2. Literature Review

2.1. Leadership

According to Elqadri, leadership can convince others to work together under their leadership as a team to achieve or carry out a specific goal (Elqadri). Furthermore, leadership in question was a way of organizing, becoming chairman, chief administrator, manager, or manager of an association of institutions (Hungund 2022). Nurung (2021) also argues that leadership can be defined as the ability/intelligence to encourage several people (more than two people) to work together in carrying out activities aimed at common goals (Kembauw 2021; Yusuf 2019; Rachman 2019; Hamiru

2019). To further explore the theory of leadership, this means that the duties and functions will be described. Leadership quality is the primary means of achieving organizational goals. For this reason, for the head of an agency to carry out his duties effectively, it is necessary to apply sound leadership (Nellyanti 2021). Leadership is translated into traits, personal behaviour, influence on others, patterns, interactions, cooperative relationships between roles, the position of one administrative work, and persuasiveness, and perceptions of legitimacy (Cobanoglu 2021).

2.2 Employee Training

The term education and training are an abbreviation and education and training. It can be said that these two words have come together and formed one meaning. The terms education and training are widely used in various fields such as education and management.

The terms education and training are differentiated in the broader sense. Exercise assumes a formal primary education (Emerson). The movement has the connotation of mastering specific skills, both physical and mental academic skills required in certain professions. Training is thus associated with the world of work and productivity. Education, on the other hand, has an orientation towards one's personal development (Mihardjo 2020).

From several opinions formulated by experts regarding the meaning of education and training, it can be developed that education and training are teaching specific knowledge and skills, and attitudes. Workers are more skilled and able to carry out their responsibilities better, according to standards. Whereas in this study, training is defined as the participation of employees in teaching specific knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, by standards.

2.3 Motivation

The term motivation, in everyday life, has a variety of meanings related to individual behaviour and organizational behaviour. But whatever the purpose is, motivation is an essential element in humans that plays a role in realizing success in human business and work. The basis for implementing motivation by a leader is knowledge and attention to the human behaviour he leads as a determining factor for organizational success.

Motivation refers to influencing individual choices for various forms of desired activity. According to Uno, work is as: Primary training and made an essential part of human life; Work gives status and binds a person to other individuals and society; Generally, women or men like work; Moral Many workers and employees do not direct relationship with the physical or material conditions of the job; There are many forms of work incentives, including money (Tenrisanna 2021).

Motivation is the encouragement and direction of behaviour; through incentives, attention, and praise, managers can motivate people to work harder and better. A similar opinion was expressed that motivation is someone's effort to complete work with enthusiasm because they want to carry it out. Motivation is an impetus for a series of human behavioural processes in achieving goals (Andri 2021).

From several opinions formulated by experts regarding the notion of motivation. It can be developed that motivation is the provision of a driving force that creates a person's enthusiasm for work so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve a level of performance. Whereas in this study, motivation is defined as the provision of a driving force that creates employee enthusiasm so that they are willing to cooperate, work effectively, and are integrated with all their efforts to achieve performance levels.

2.4 Employee Performance

Job performance records results or outcomes resulting from a particular job function or activity within a certain period (Bastian 2016). Performance results from work in quality and quantity achieved by a person in carrying out his duties by the responsibilities given to him efficiently and effectively with complete loyalty (Goksel 2017). According to Prawirosentono, performance is the work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, does not violate the law, and is appropriate with morals and ethics.

Performance results from work achieved by a person in carrying out his duties on skills, effort, and opportunity. Time according to predetermined standards and criteria (Binta 2019).

3. Methods

This study using a qualitative research approach. The design of this research surveys in nature, namely analysing facts and data that support the information needed to support the research discussion, in solving and answering the proposed problems, namely the influence of leadership and employee training on employee performance with motivation as a mediating variable in the SAMSAT Office of Takalar Regency.

4. Results

The Hypothesis Test of Variables is presented in Table 1.

Table 1. The Hypothesis Test of Variables

No	Variables	Results
1	Leadership on Motivation	Positive
2	Employee Training on Motivation	Positive
3	Leadership on Employee Performance	Positive
4	Employee Training on Employee Performance	Positive
5	Motivation on Employee Performance	Positive
6	Leadership on Employee Performance through Motivation	Positive

4.1. The Influence of Leadership on Motivation

The influence of the leadership variable on motivation is positive, which has other factors to influence the size of the leadership, which is considered constant. This study shows that there is a positive influence of leadership on motivation. This can be seen from the path analysis of the direct impact obtained from the positive leadership results.

The results of this study are in line with George R. Terry's statement, which defines that leadership as an activity to influence people so that they are directed to achieve organizational goals (Johnson et al 2016; Soderhjelm 2021). Leadership includes the influencing process in determining organizational goals, motivating follower behaviour to achieve goals, controlling to improve its culture.

The results of this study also support the results of previous research that leadership has a significant effect on employee motivation (Kasmiaty ; Andri). Based on the study results, can be concluded that leadership has a positive and significant effect on motivation (Elqadri 2015). So, there is a leadership influence on employee motivation.

4.2. Effect of Employee Training on Motivation

The influence of employee training variables on motivation is positive. This training can improve employee performance, if other factors that affect the size of employee training are considered active. This study shows that there is a positive influence on employee training on motivation. This can be seen from the results of the path analysis of the direct effect obtained by employee training results, which positively impacts the basis.

The results of this study are in line with the statement of Ragini and Ghosh (Ragini and Ghosh 2022). One of the factors that influence motivation is the training factor, which is a means to improve employees' ability in an organization. To further enhance the quality of human resources, every organization needs to carry out education and training for employees, whether organized inside or outside the organization. Training is an effort to develop human resources, especially in terms of knowledge, abilities, expertise, and attitudes.

The results of this study also support the results of previous research that education and training have had a positive and significant effect on motivation (Ikbali 2021). Furthermore, a study conducted by Elliot is based on the results. In this research, it can be concluded that education and training have a positive and significant effect on work motivation (Elliott). Then study conducted by Arghode (2022), based on the research results, concluded that training has a positive and significant effect on work motivation (Arghode 2022).

4.3. The Influence of Leadership on Employee Performance

The influence of the leadership variable on employee performance is positive. This means that the increase in leadership will be followed by employees who have a good understanding of other factors to influence the size of the

administration. This study shows that there is a positive influence of leadership on employee performance. This can be seen from the results of the path analysis of the direct impact obtained from the results of administration which have a positive effect on employee performance.

The results of this study are in line with Debby statement, which states that leadership is a way for a leader to influence the behaviour of subordinates so that they are willing to work together and work effectively and efficiently to achieve organizational goals. Leadership is the ability to control other parties. The success of a leader depends on his ability to influence it (Debby 2021). In strategic management for an organization that wants to develop rapidly, strategic functions of human resource management, leadership, work discipline, motivation, and organizational culture and work field must be combined.

The results of this study also support the results of previous research that leadership influences employee performance (Elqadri 2015). Furthermore, research conducted by Arghode (2022), based on the study results, can be concluded that it influences employee performance (Arghode 2022). Then the research was undertaken by Grossman (2014); based on the study results, it can be concluded that there is a leadership influence on employee performance (Grossman 2014).

4.4. Effect of Employee Training on Employee Performance

The influence of employee training variables on employee performance is positive. This means that an increase in employee training which an improvement will follow in employee performance with other factors to influence employee training, is considered constant. This study shows that there is a positive influence on employee training on employee performance. This can be seen from the path analysis of the direct impact obtained from employee training results, which has a positive effect on employee performance. The results of this study are in line with the statement of Hix (Hix). Education and Training is a task to increase workers' knowledge, understanding, or attitudes to better adapt to their work environment. Education and training are essential factors in HR development. Education and training not only increase knowledge but also improve work skills, thereby increasing work productivity. The purpose of Education and training, in general, is to foster employees so that they can train and improve work in planning and improve science and job skills.

The results of this study also support the results of previous research, the conclusion that Education and training have a positive and significant impact on employee performance (Mastulen 2021). Further research conducted can be concluded that there is a positive and significant influence between Education and training on employee performance (Ibrahim 2017; Panagiotakopoulos 2020). Then, based on the study results by Ikbali (2021), can be concluded that education and training have a significant effect on employee performance (Ikbali 2021; Nath 2021; Suharyanto 2021).

4.5. The Influence of Motivation on Employee Performance

The influence of motivation variables on employee performance is positive. This means that an increase in motivation will be followed by improving employee performance with other factors that affect the size of the cause. This study shows that there is a positive effect of stimulation on employee performance. This can be seen from the path analysis of the direct influence obtained from the results of motivation, which positively impacts employee performance. Motivation is a driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or labour skills and the time to carry out various activities that are their responsibility and fulfil their obligations. To achieve the goals and objectives of the organization that have been predetermined. The ability is inherent in a person and is innate and manifested in his actions at work. At the same time, motivation is an essential aspect to drive one's creativity and ability to do a job, and he is always enthusiastic in carrying out that job. The results of this study also support the results of previous research that motivation has a significant effect on employee performance (Frenski 2017; Octaviannand 2017; Tenrisanna 2021; Andri 2021).

4.6. The Effect of Leadership on Employee Performance through Motivation

This study shows that the positive influence of leadership on employee performance through motivation. This can be seen from the analysis of indirect impact through stimulation, which significantly affects employee performance. Thus, reason can influence leadership on employee performance. The managerial implication of the influence of leadership on employee performance through motivation is that motivation provides a driving force that creates employee excitement so that they are willing to work together. Work effectively and are integrated with all their efforts to achieve performance levels can influence leadership by influencing, mobilizing, and provide motivation. Direct people in the

organization/agency achieve goals for employee performance by providing a driving force that creates employee enthusiasm so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve performance levels.

5. Conclusions

Leadership is very influential on employee performance. To improve the performance of employees at the SAMSAT Office of Takalar Regency, leadership from the head of the office is needed who can influence, motivate, motivate, and direct the employees in the agency to achieve goals. Training is very influential on employee performance because with training, employees are teaching specific knowledge and skills, and attitudes. Employees are more skilled and able to carry out their responsibilities better, according to standards. Then the importance of motivation to improve employee performance because motivation is the provision of a driving force that creates employee excitement so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve performance levels.

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