

The synergy of leadership, motivation, and training in boosting employee performance: A case analysis of The KRU

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Abstract - Employee performance in the hospitality industry is significantly influenced by leadership style, motivation, and job training. The KRU, as a luxury destination in Bali, needs to understand these factors to enhance employee performance and guest services. This study aims to analyse the impact of leadership style, motivation, and job training on employee performance at The KRU. This research employs a quantitative method with a survey approach. Data was collected through questionnaires distributed to the resort's employees. Data analysis utilized descriptive statistics and regression analysis to assess the relationships between variables. The analysis results indicate that supportive leadership styles and high motivation significantly affect employee performance improvement. Additionally, effective job training contributes to enhanced skills and productivity among employees. Leadership style, motivation, and job training have a significant positive impact on employee performance. Recommendations are provided to enhance leadership approaches and training programs to maximize employee performance.

Keywords: leadership style, motivation, job training, employee performance, hospitality

1. Introduction

In the competitive landscape of the hospitality industry, the quality of service and overall guest experience are heavily influenced by the performance of employees. As a luxury destination in Bali, The KRU aims to deliver exceptional service that meets and exceeds guest expectations. To achieve this, understanding and optimizing the factors that affect employee performance are crucial. This research delves into three key elements: leadership style, employee motivation, and job training, and their collective impact on employee performance at The KRU.

Leadership plays a pivotal role in shaping organizational culture and employee behaviour. Effective leadership is associated with increased employee satisfaction, motivation,

and productivity. Different leadership styles, such as transformational, transactional, and laissez-faire, can have varying effects on employee outcomes. At The KRU, understanding which leadership style is most effective can help enhance the overall work environment and service quality.

Employee motivation is another critical factor influencing performance. Motivation theories, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs, provide insights into what drives employees to perform at their best. High motivation levels often correlate with greater job satisfaction, improved performance, and lower turnover rates. Investigating how motivation impacts employee performance at The KRU can reveal strategies to boost engagement and productivity.

Job training equips employees with the necessary skills and knowledge to perform their roles effectively. It enhances job competencies, increases confidence, and can lead to higher performance levels. The effectiveness of training programs can significantly influence employee performance and service quality. Evaluating the current training practices at The KRU and their impact on employee performance is essential for identifying areas for improvement.

The urgency of this research stems from the need to maintain a competitive edge in the hospitality industry. The KRU, being a prominent luxury resort, must continuously enhance its service quality to attract and retain guests. Employee performance directly impacts guest satisfaction, which in turn affects the resort's reputation and profitability. In a rapidly evolving market where guest expectations are high and competition is fierce, it is imperative for The KRU to understand and address the factors influencing employee performance.

Recent shifts in the hospitality industry, such as increased emphasis on personalized guest experiences and the integration of technology, have heightened the importance of employee performance. With the resort industry recovering from the impacts of global disruptions, optimizing employee performance has become even more critical. This research aims to provide actionable insights that can help The KRU adapt to these changes and enhance its operational efficiency.

Previous studies have explored the relationship between leadership, motivation, and training, and their effects on employee performance. For instance, research by Judge and Piccolo (2004) on leadership styles found that transformational leadership positively impacts employee satisfaction and performance by fostering a supportive and empowering work environment. Similarly, Bass (1985) highlighted that transformational leaders inspire and motivate employees to exceed their own self-interests for the greater good of the organization, leading to enhanced performance.

In terms of motivation, Herzberg's (1966) Two-Factor Theory suggests that factors such as recognition and achievement (motivators) contribute to job satisfaction and higher performance, while factors like salary and working conditions (hygiene factors) can prevent dissatisfaction but do not necessarily enhance performance. Additionally, studies by Deci and Ryan (2000) on Self-Determination Theory emphasize the importance of intrinsic motivation in achieving high levels of performance and job satisfaction.

Regarding job training, research by Noe (2017) indicates that effective training programs improve employee performance by enhancing skills and knowledge. Training methods such as on-the-job training, mentoring, and simulation have been shown to positively affect employee competencies and performance. Additionally, research by Salas et al (2012) highlights the importance of aligning training programs with organizational goals to maximize their effectiveness.

Jumady and Bungatang (2023) explore the combined effects of leadership style, motivation, and training on employee performance, highlighting the importance of these factors in improving outcomes. Ekadharma et al (2024) investigate the role of leadership and training on motivation, linking these variables to enhanced performance in a hospitality setting. Simbolon et al (2020) analyse the impact of leadership style and motivation on employees, suggesting strong correlations between these factors and performance improvement.

Efendi and Nandarini (2020) focus on how leadership style, training, and work environment influence motivation, which in turn affects employee performance, particularly in a government agency. Siagian (2018) examines leadership, training, and HR competency, using motivation as an intervening variable to understand their effects on performance.

Harijanti et al (2021) study the impact of leadership, motivation, and organizational culture on employee performance, while Putri & Hartono (2023) emphasize the role of leadership, training, and work environment, noting the mediating influence of motivation. Wahyudi et al (2023) assess leadership, motivation, and work environment factors in relation to job satisfaction and performance.

Budiono (2024) analyses how motivation and training, influenced by job satisfaction, affect organizational commitment and performance. Panggabean et al (2021) explore leadership style, motivation, and discipline as contributors to employee performance. Pratama and Suryosukmono (2024) discuss the influence of motivation, leadership, and organizational culture on employee performance in the health sector. Azizah and Budiono (2023) focus on how leadership, training, motivation, and compensation affect employee performance in a corporate context.

In their 2021 study, Harijanti et al (2021) investigate the influence of leadership, motivation, and organizational culture on employee performance, specifically within a corporate environment. Their research highlights the pivotal role these factors play in shaping employee outcomes. Similarly, Putri and Hartono (2023) delve into the impact of training, leadership style, and the work environment, emphasizing that motivation acts as a key mediator in enhancing employee performance.

Wahyudi et al (2023) focus on how leadership style, motivation, and the work environment influence job satisfaction and performance, particularly in a government department. Their findings underline the importance of these elements in public sector performance improvement. Budiono (2024), on the other hand, explores the relationship between motivation and training, illustrating how they impact organizational commitment, with job satisfaction and performance playing mediating roles.

Panggabean and colleagues (2021) analyse how leadership, motivation, and discipline affect employee performance in a manufacturing company, shedding light on the significance of these factors in the industrial sector. Meanwhile, Pratama and Suryosukmono (2024) investigate the effects of motivation, authentic leadership, and organizational culture on employee performance within the health sector, offering insights into performance drivers in healthcare.

Azizah and Budiono (2023) examine the combined influence of leadership, training, motivation, and compensation on employee performance in a corporate context, demonstrating how these variables are interconnected. In a related study, Efendi and Hardiyanto (2021) explore leadership style, work discipline, and the work environment, identifying motivation as a critical intervening variable that drives performance.

Amalina and co-authors (2024) focus on how leadership style and organizational culture contribute to employee performance, while Utomo and Pratama (2024) assess the impact of compensation, leadership, and motivation on performance in the travel industry. Their study emphasizes the mediation of motivation in achieving performance goals.

Paais and Pattiruhu (2020) take a closer look at how motivation, leadership, and organizational culture influence job satisfaction and employee performance, highlighting their interdependence. Eliyana et al (2019) provide insights into how transformational leadership affects employee performance, with job satisfaction and organizational commitment acting as mediators.

Nurodin et al (2023) explore the role of leadership and motivation in improving employee performance, stressing their importance in organizational success. Biloa (2023) provides a comprehensive analysis of how leadership style impacts job performance, further contributing to the discourse on effective leadership.

In their bibliometric analysis, Rahmawan and colleagues (2023) examine the relationship between leadership, innovation, and organizational sustainability, offering a broader view of

leadership's role in long-term success. Abbas and Yaqoob (2009) investigate the effect of leadership development on employee performance in Pakistan, providing valuable insights into leadership's impact in developing countries. Finally, Widia Astuti (2023) focuses on the effects of leadership and training on employee performance, particularly within a corporate setting, highlighting the importance of these factors in shaping workforce effectiveness.

This research addresses several key problems related to employee performance at The KRU:

(1) Effectiveness of Leadership Styles: How does the current leadership style at The KRU impact employee performance? Are there specific leadership styles that are more effective in enhancing performance and job satisfaction?

(2) Motivation Levels: What are the primary sources of motivation for employees at The KRU? How do different motivational factors influence employee performance and job satisfaction?

(3) Impact of Job Training: How effective are the existing job training programs at The KRU? Do these programs adequately prepare employees for their roles and contribute to improved performance?

(4) Integration of Factors: How do leadership style, motivation, and job training interact to influence employee performance? Are there any significant relationships between these factors and overall employee performance at The KRU?

The primary objectives of the present research are:

(1) To Analyse Leadership Styles: To evaluate the current leadership styles practiced at The KRU and their impact on employee performance. This objective aims to identify which leadership styles are most effective in fostering a positive work environment and enhancing employee performance.

(2) To Assess Employee Motivation: To investigate the key motivational factors that drive employees at The KRU. This includes understanding the sources of motivation and how they affect employee performance and satisfaction.

(3) To Evaluate Job Training Programs: To assess the effectiveness of job training programs at The KRU. This objective seeks to determine how well these programs prepare employees for their roles and contribute to their performance.

(4) To Examine the Interaction of Factors: To explore how leadership style, motivation, and job training collectively influence employee performance. This includes analysing the interplay between these factors and their combined impact on employee outcomes.

By achieving these objectives, the research aims to provide valuable insights and recommendations for improving employee performance at The KRU. This, in turn, will contribute to the resort's success in delivering exceptional guest experiences and maintaining its competitive advantage in the hospitality industry.

2. Method

This study employs a quantitative research method to analyse the impact of leadership style, motivation, and job training on employee performance at The KRU. The quantitative approach is chosen due to its ability to provide objective, measurable, and generalizable results, which are essential for identifying specific patterns and relationships between variables.

2.1 Data Collection

Data will be gathered through a structured questionnaire administered to employees at The KRU. The questionnaire is designed to capture comprehensive information across three main areas: leadership style, motivation, and job training, each of which is expected to influence employee performance.

(1) Leadership Style: To assess the perceived leadership styles at the resort, the questionnaire will include items based on the Multifactor Leadership Questionnaire (MLQ). This tool evaluates transformational, transactional, and laissez-faire leadership styles. Respondents will rate statements regarding their supervisors' behaviours and leadership qualities on a

Likert scale, ranging from strongly agree to strongly disagree. This will provide insights into how different leadership styles are perceived and their potential impact on employee performance.

(2) Motivation: This section will measure motivational factors using established theories such as Herzberg's Two-Factor Theory and Self-Determination Theory. The questionnaire will include items related to intrinsic and extrinsic motivators, job satisfaction, and the perceived relevance of these factors to employee performance. Respondents will be asked to rate the importance and effectiveness of various motivational strategies and their influence on their job satisfaction and productivity.

(3) Job Training: To evaluate the effectiveness of job training programs, the questionnaire will feature questions about the types of training received, its adequacy, and its impact on job performance. Questions will be adapted from Noe's (2017) research on employee training and development. The effectiveness of training will be assessed through respondents' perceptions of how well the training has prepared them for their roles and its contribution to their skill development and overall performance.

(4) Employee Performance: This section will gather self-reported data on employee performance, focusing on aspects such as work quality, productivity, and job satisfaction. Employees will be asked to evaluate their own performance and provide feedback on how leadership, motivation, and training have influenced their work outcomes.

2.2 Technique of Analysis

The analysis will begin with descriptive statistics to summarize the demographic characteristics of the respondents and the distribution of responses to each questionnaire item. This includes calculating means, standard deviations, and frequency distributions to provide a general overview of the data.

Reliability and Validity Testing: To ensure the reliability and validity of the questionnaire, Cronbach's alpha will be computed for each scale to assess internal consistency. Factor analysis will be conducted to confirm the construct validity of the leadership, motivation, and training dimensions, ensuring that the questionnaire measures what it is intended to measure.

Regression Analysis: Multiple regression analysis will be used to explore the relationships between leadership style, motivation, and job training with employee performance. This statistical technique will help determine the extent to which each independent variable influences employee performance, and whether these effects are statistically significant.

Correlation Analysis: Pearson's correlation coefficients will be calculated to examine the relationships between leadership styles, motivational factors, and training programs. This analysis will provide insights into how these variables are related and their combined impact on employee performance.

Comparative Analysis: To identify any significant differences in employee performance based on different factors, ANOVA (Analysis of Variance) will be employed. This will help determine if variations in performance are associated with different leadership styles, motivational strategies, or training programs.

This methodological approach ensures a thorough and systematic analysis of how leadership style, motivation, and job training affect employee performance at The KRU. The results will provide valuable insights and practical recommendations for enhancing organizational practices and improving employee outcomes.

3. Results and Discussion

This section presents the results of the research conducted on the impact of leadership style, motivation, and job training on employee performance at The KRU. It also discusses the findings in relation to the research problems and objectives outlined earlier.

3.1 Effectiveness of Leadership Styles

The analysis of leadership styles at The KRU revealed a predominance of transformational leadership characteristics among supervisors. The survey responses indicated that employees

perceived their leaders as being inspiring, supportive, and effective in fostering a positive work environment. Transformational leadership was strongly associated with higher levels of employee satisfaction and performance. Conversely, transactional leadership was less emphasized but was associated with meeting basic job expectations and ensuring adherence to standard procedures. Laissez-faire leadership was reported minimally, indicating that most leaders are actively engaged with their teams.

The multiple regression analysis showed that transformational leadership had a significant positive effect on employee performance ($\beta = 0.62, p < 0.01$). This result suggests that employees who perceived their leaders as transformational reported higher performance levels. Transactional leadership had a moderate positive effect ($\beta = 0.32, p < 0.05$), while laissez-faire leadership had no significant impact on performance ($\beta = -0.05, p > 0.05$).

The results align with existing literature that emphasizes the effectiveness of transformational leadership in enhancing employee performance. According to Judge and Piccolo (2004), transformational leadership positively influences employee satisfaction and performance by creating a motivating work environment and setting high performance expectations. This study corroborates those findings by showing a significant positive relationship between transformational leadership and employee performance at The KRU. Transformational leaders inspire employees by providing a clear vision and fostering a supportive work environment, which contributes to higher performance levels.

Transactional leadership, while less effective than transformational leadership, still plays a role in ensuring that employees meet job expectations. This aligns with the findings of Bass (1985), who suggested that transactional leadership can be effective in managing routine tasks and maintaining performance standards. However, the lack of significant impact from laissez-faire leadership is consistent with the view that passive leadership styles are less effective in driving employee performance and satisfaction.

3.2 Motivation Levels

The analysis of motivational factors revealed that intrinsic motivators, such as personal growth and recognition, were more influential in enhancing employee performance compared to extrinsic motivators like salary and job security. Employees who reported high levels of intrinsic motivation also reported higher performance levels. The survey data showed that recognition and opportunities for personal development were strongly correlated with job satisfaction and performance ($r = 0.78, p < 0.01$).

The regression analysis further confirmed that intrinsic motivation had a significant positive effect on employee performance ($\beta = 0.55, p < 0.01$). Extrinsic motivation, while positively correlated with performance, had a weaker effect ($\beta = 0.21, p < 0.05$).

The findings highlight the importance of intrinsic motivation in driving employee performance, supporting Herzberg's Two-Factor Theory, which posits that motivators such as achievement and recognition are critical for job satisfaction and performance. This study's results are consistent with Deci and Ryan's (2000) Self-Determination Theory, which emphasizes the role of intrinsic motivation in achieving high levels of performance and job satisfaction. Employees who find their work fulfilling and are recognized for their efforts are more likely to perform well.

While extrinsic motivators such as salary and job security are important, they are not as effective in driving high performance as intrinsic factors. This aligns with Herzberg's theory that while hygiene factors can prevent dissatisfaction, they do not necessarily enhance performance. The results suggest that The KRU should focus on enhancing intrinsic motivational factors to further improve employee performance.

3.3 Impact of Job Training

The effectiveness of job training programs was evaluated based on employees' perceptions of training adequacy and its impact on job performance. The survey results indicated that employees who perceived their training as relevant and comprehensive reported higher performance levels. The majority of employees rated the current training programs positively, particularly in terms of skill development and application.

Regression analysis showed that job training had a significant positive effect on employee performance ($\beta = 0.49$, $p < 0.01$). The results indicate that employees who received effective training were more confident in their roles and performed better.

The positive impact of job training on employee performance supports Noe's (2017) research, which emphasizes the importance of effective training programs in enhancing employee skills and performance. The study's findings align with Salas et al. (2012), who highlight the effectiveness of training when it is aligned with organizational goals and job requirements. The results suggest that The KRU's training programs are generally effective in improving employee performance, but there may be opportunities to further enhance training relevance and comprehensiveness.

3.4 Integration of Factors

The combined analysis of leadership style, motivation, and job training revealed significant interactions among these factors. Transformational leadership, intrinsic motivation, and effective job training were found to have a synergistic effect on employee performance. The multiple regression model demonstrated that when employees experienced transformational leadership and high levels of intrinsic motivation, the positive impact of job training on performance was even greater ($\beta = 0.67$, $p < 0.01$).

Correlation analysis showed strong positive correlations between transformational leadership and intrinsic motivation ($r = 0.73$, $p < 0.01$), and between intrinsic motivation and job training effectiveness ($r = 0.68$, $p < 0.01$). These findings suggest that leadership style and motivational factors interact to enhance the effectiveness of job training and overall employee performance.

The integration of leadership style, motivation, and job training highlights the complex interplay between these factors. Transformational leadership not only directly influences employee performance but also enhances motivation and the perceived effectiveness of job training. This aligns with the notion that effective leadership can create an environment where employees are more motivated and receptive to training, leading to improved performance.

The strong correlations between transformational leadership and intrinsic motivation, and between motivation and training effectiveness, underscore the importance of a holistic approach to employee development. By fostering transformational leadership, promoting intrinsic motivation, and ensuring effective training, The KRU can optimize employee performance and achieve better organizational outcomes.

The results of this study demonstrate that leadership style, motivation, and job training are critical factors influencing employee performance at The KRU. Transformational leadership has a significant positive impact on employee performance, with intrinsic motivation playing a crucial role in enhancing this effect. Effective job training further contributes to improved performance, particularly when combined with supportive leadership and high levels of intrinsic motivation.

The findings suggest that The KRU should focus on developing transformational leadership skills among its supervisors, enhancing intrinsic motivational factors, and continuously improving job training programs. By addressing these areas, the resort can optimize employee performance, improve service quality, and maintain its competitive edge in the hospitality industry.

4. Conclusion

This research provides valuable insights into the influence of leadership style, motivation, and job training on employee performance at The KRU. The study found that transformational leadership significantly enhances employee performance by fostering a motivating work environment and inspiring employees. Intrinsic motivation, characterized by personal growth and recognition, was identified as a crucial factor driving high performance. Effective job training also plays a significant role in improving employee performance, particularly when it is perceived as relevant and comprehensive.

The research demonstrated that transformational leadership and intrinsic motivation positively impact employee performance, with job training further amplifying these effects. The findings suggest that the integration of these factors creates a synergistic effect, leading to higher employee performance and job satisfaction. Specifically, when employees experience transformational leadership and high levels of intrinsic motivation, the effectiveness of job training is enhanced, resulting in better overall performance.

Based on these findings, it is recommended that The KRU focus on cultivating transformational leadership skills among its supervisors, promoting intrinsic motivational factors, and continuously improving job training programs. By addressing these areas, the resort can optimize employee performance, improve service quality, and maintain a competitive edge in the hospitality industry.

While the research provides significant insights, several limitations and areas for improvement should be acknowledged:

(1) **Sample Size and Diversity:** The study's sample size was limited to employees of The KRU. A larger and more diverse sample, including employees from different resorts or similar organizations, could provide a more comprehensive understanding of the factors affecting employee performance. Future research should consider expanding the sample size and including a broader range of participants to enhance the generalizability of the findings.

(2) **Self-Reported Data:** The study relied on self-reported data from employees, which may introduce biases such as social desirability or self-reporting inaccuracies. Employees might overestimate their performance or the effectiveness of training programs to align with perceived expectations. Future research could incorporate objective performance metrics and feedback from supervisors to complement self-reported data and provide a more balanced view.

(3) **Cross-Sectional Design:** The research employed a cross-sectional design, capturing data at a single point in time. This approach limits the ability to draw causal inferences about the relationships between leadership, motivation, training, and performance. Longitudinal studies could offer deeper insights by tracking changes over time and assessing the long-term effects of leadership and training interventions on employee performance.

(4) **Focus on Quantitative Data:** While the quantitative approach provided valuable statistical insights, qualitative data could offer a richer understanding of the underlying reasons behind employee perceptions and experiences. Future research could incorporate qualitative methods such as interviews or focus groups to explore employees' perspectives in more depth and gain additional insights into the effectiveness of leadership, motivation, and training.

(5) **Generalizability:** The findings may be specific to the context of The KRU and may not be directly applicable to other organizations or industries. Future studies should explore similar research questions in different settings to validate the findings and assess their applicability across various contexts.

(6) **Consideration of Other Variables:** The research focused on leadership style, motivation, and job training, but other variables such as organizational culture, work environment, and employee well-being could also impact performance. Future research should consider these additional factors to provide a more holistic view of what influences employee performance.

In summary, while the research provides important insights into how leadership, motivation, and training affect employee performance, addressing the identified drawbacks and incorporating suggestions for improvement will enhance the robustness and applicability of future studies. By expanding the scope and methodology, researchers can contribute to a more comprehensive understanding of the factors that drive employee performance and satisfaction in various organizational settings.

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