

# THE INFLUENCE OF LEADERSHIP, TRAINING, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE PT NUSA KONSTRUKSI ENJINIRING TBK

Wasito Adi<sup>1)</sup>, Fathorrahman<sup>2)</sup>, Theresia Pradiani<sup>3)</sup>

<sup>1)</sup>(Institut Teknologi dan Bisnis Asia Malang, Indonesia)

<sup>2)</sup>(Institut Teknologi dan Bisnis Asia Malang, Indonesia)

<sup>3)</sup>(Institut Teknologi dan Bisnis Asia Malang, Indonesia)

**ABSTRACT :** Competent human resources and excellent execution can support business achievements. The purpose of this examination is to understand and investigate the impact of factors such as administration, preparation, work inspiration, and representation implementation. The population in this study consists of employees at PT Nusa Konstruksi Enjiniring Tbk in the Directorate tasks. The tests were obtained through aggregate or in-depth inspection strategies, which occurred at those stages, particularly involving 49 representatives. Information was collected through surveys administered online to all respondents using Google Forms. Speculation in the study used a direct examination strategy that differed. The results of this study indicate that initial factors and preparation significantly influence representative implementation, but work inspiration factors influence employee performance. The level of authority and preparation frequency tend not to directly affect the perceived performance level of each representative, except that an individual's work inspiration has a definite and fundamental impact on the presentation outcomes of each representative.

**KEYWORDS :** *Leadership, Training, Work Motivation, Employee Performance*

## I. INTRODUCTION

Human resources play a crucial role in managing an entity or company with the aim of achieving set objectives. An organization requires individuals to regulate its systems. The success of a business can be attained through a skilled workforce that exhibits excellent performance. When human resources are managed effectively by a company, it has a positive impact on the company's goal attainment. Human Resource Management (HRM) is a system aimed at planning, organizing, executing, and monitoring aspects of workforce acquisition, development, service provision, integration, maintenance, and separation, all aimed at achieving organizational or company objectives (Mangkunegara, 2017).

Human Resource Management (HRM) refers to the field of knowledge or methods that address how to efficiently and effectively manage the relationships and roles of the resources (employees) possessed by individuals. The goal is to optimize their utilization to achieve the organization's common goals (Ansory & Indrasari, 2018). A company's operations will function optimally when it has a team of employees with good skills and knowledge, as well as enthusiasm for managing the company. Every business entity requires team members with potential in various fields, not limited to leadership but also extending to all employees who contribute to executing tasks and overseeing processes, with the ultimate goal of achieving organizational or company objectives.

Employee performance holds significant importance for a company as it is closely related to the achievements and capabilities of all individuals, which are the focal points for the company in reaching its goals. Company performance is linked to the performance of individuals within the company or organization, involving aspects such as timeliness, quantity, and quality of employee work. Staff performance reflects the personal contributions within the organizational structure, while organizational performance encompasses the overall achievements obtained by the entity. The importance of employee performance for the organization is strongly felt, as they play a role in determining the overall effectiveness of the organization. The concept of performance can essentially be interpreted from two perspectives, individual employee achievements and the overall achievements of the organization (Uha, 2013).

PT Nusa Konstruksi Enjiniring Tbk is a company that focuses its efforts on the infrastructure and building construction service sector. Established in the early 1980s with a focus on creating high-quality luxury residences, the company's operational coverage has significantly expanded over time while maintaining a commitment to delivering projects with the highest quality and adherence to standards. Since its founding in 1982, NKE has successfully completed more than 134 infrastructure projects and more than 170 building projects, not only in the Jakarta Raya region but also spanning across the Indonesian archipelago. By the end of 2007, the company was officially listed on the Indonesia Stock Exchange. The company's journey continued with expansion into the mining sector in 2008, becoming the first Indonesian construction contractor to win infrastructure projects in Timor-Leste, and further expansion into the renewable energy-based power generation sector. However, between 2018 and 2021, the company faced sustained revenue declines, prompting measures to reduce certain business developments and streamline various sectors to alleviate financial pressure. In 2021, the majority of the company's shares, specifically 51.85%, were acquired by PT Global Dinamika Kencana. This acquisition resulted in a restructuring of the company's management, including changes at the Director and Board of Commissioners levels.

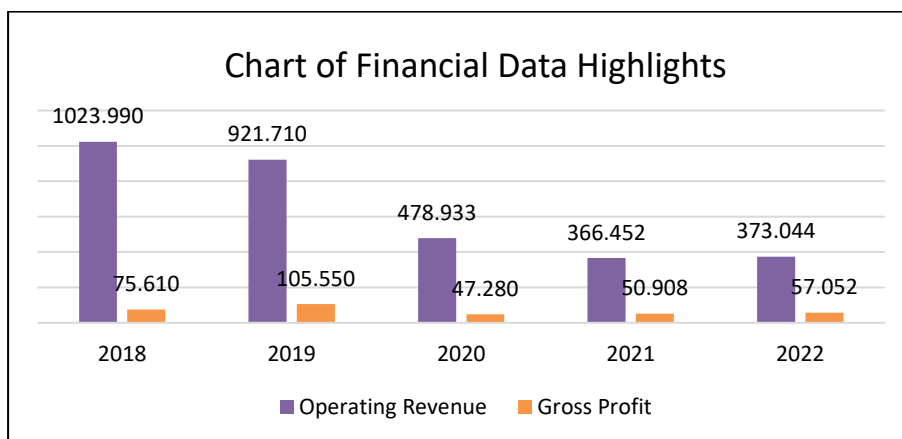


Figure 1.1. Financial Performance 2018-2022 of PT Nusa Konstruksi Enjiniring Tbk  
Source : Nusa Konstruksi Enjiniring, 2022

The company's performance is a reflection of its financial performance, which is closely tied to the quality of employee performance, whether it is good or not. An interesting observation can be made when looking at the company's financial report for the year 2022 (Figure 1), showing a slight increase in Revenue and Gross Profit, which is undoubtedly influenced by the improved performance of employees.

Employee performance in the workplace can be enhanced through competency development, often achieved through training. Training is not only necessary for jobs that require specific skill improvements but also for shaping mental attitudes and work motivation through continuous training in soft skills (such as leadership, time management, problem-solving, and more). Many employees may lack skills in time management, collaboration with colleagues, critical thinking, and innovation. This can result in dependency on supervisors to achieve good performance. Human resource training programs at PT Nusa Konstruksi Enjiniring Tbk present a significant challenge in improving employee performance through training related to both soft skills and technical skills (such as proper casting method techniques, accurate calculation techniques, and more).

Besides skill development through training, another essential aspect within an organization is maintaining employee work motivation. The absence of motivation can have a negative impact on low productivity. This phenomenon has the potential to reduce employee productivity effectiveness, with consequences for the company's capacity to achieve established goals. Company performance is closely linked to employee performance, which reflects indicators of management success in handling the organization and its human assets. Currently, company performance has been on the rise following changes in majority shareholders and top management, after experiencing a decline in previous years.

Employee performance refers to the level of employee skills in meeting job demands and the assessment of their work results. It typically involves qualitative and quantitative dimensions of task execution (Yunus & Sukartini, 2013). Employee performance is the successful outcome achieved by individuals through strong dedication to fulfilling their responsibilities and tasks. There are several elements that impact the performance of team members within an organization. These factors involve aspects such as leadership, motivational encouragement, and job training (Busro, 2018)."

## II. HEADING

### Leadership

Leadership is defined as the behavioral expression of an individual who holds a role as a leader, involving their ability to carry out leadership tasks (Ansory & Indrasari, 2018). This manifestation typically forms specific patterns, which become behavioral standards used by an individual when attempting to influence the actions of others or coworkers. However, being a leader does not automatically result in overall improvement because a leader may not always receive recognition from subordinates. Therefore, to achieve a positive impact on subordinates, leadership adaptation is required based on situational factors and the work environment.

Several studies related to the influence of leadership on staff performance at PT. Jasa Konstruksi Jakarta have shown that team member performance is positively influenced by factors such as education and training, leadership style, and motivation (Supriyadi, 2019). Another study found that leadership, motivation, and training variables together simultaneously have a positive and significant impact on employee performance (Marjaya & Pasaribu, 2019).

Based on the research findings, leadership has a positive impact on employee performance. Referring to these findings, the hypothesis can be formulated as follows:

H1: Leadership has a positive impact on employee performance.

### Training

In the current digital era, human resource training has become extremely important. With the continuous advancement of technology and the evolution of work methods, employees need the necessary skills to navigate the increasingly intense, competitive, and challenging environment that exists within today's context of free competition. Training serves as a crucial means to develop Human Resources (HR) and is a fundamental element for both the company and its employees. Training is utilized for employees at various levels, including workers and supervisors, with the goal of enhancing their understanding and technical skills. The concept of job training can be described as a process in which employees acquire the necessary abilities to support the achievement of organizational goals.

Based on Simamora, training is a structured process that directs changes in employee behavior with the aim of improving the achievement of organizational objectives (Busro, 2018). During the training process, an environment is created in which employees have opportunities to develop or acquire attitudes, abilities, skills, knowledge, and behaviors that are specific and relevant to their job responsibilities. Research focusing on the impact of training on employee performance indicates that training has a positive effect in enhancing work productivity levels at PT Raya Sugarindol Inti Tasikmalaya (Gumilar, 2018). Another study states that training has a positive influence on Employee Performance at PT Saraka Mandiri Semesta Bogor (Maidarti, Azizah, Wibowo, & Nuswandari, 2022).

Employee growth can also be achieved through the implementation of training programs for team members, which is one of the methods to shape a high-quality workforce in line with the company's vision and mission. Training is focused on improving employee work efficiency to drive the attainment of established targets. Enhanced performance can be achieved through the improvement of knowledge, skills, and attitudes possessed by each employee in carrying out their assigned tasks. Based on these research findings, training has a positive impact on employee performance. Referring to these findings, the hypothesis can be formulated as follows:

H2: Training has a positive impact on employee performance.

### Work Motivation

Providing appropriate motivation can ignite the enthusiasm, eagerness, and dedication of individuals in their work. Increased levels of desire and enthusiasm to perform tasks voluntarily will result in superior work outcomes, leading to improved individual achievements. Conversely, individuals with low work motivation tend to operate with low enthusiasm and are less inclined to push themselves to achieve optimal results. Motivation in the organizational context is evident in the majority of human resources, especially among staff or team members. Motivation holds a crucial position as a tool for organizations to achieve their set goals. The active role of employees in achieving organizational objectives becomes increasingly vital. To motivate employees in line with the company's desires, the importance of a deep understanding of individual motivation cannot be overlooked. This is because motivation can determine how employees behave in carrying out their tasks.

From Stanford's perspective, motivation is a state that drives individuals toward a specific goal. On the other hand, according to McCornick, work motivation is translated as a condition that has an impact on directing, triggering, and sustaining actions related to the work environment (Mangkunegara, 2017). Analyzing the viewpoints of previous experts, it can be concluded that motivation is a factor that can encourage each individual to perform expected tasks voluntarily, without coercion. The result is the efficient execution of tasks and the attainment of satisfying outcomes.

Motivation refers to the drive or motive that forms the basis of an individual's enthusiasm in performing an action. Motivation encompasses factors that trigger the drive, and in the context of work, work motivation serves as the catalyst for enthusiasm that generates the drive to act (Ansory & Indrasari, 2018). There are three elements that serve as sources of motivation: (1) opportunities for personal growth, (2) the nature of the job being

performed, and (3) a sense of pride associated with being part of the organization where they work (Busro, 2018). The primary role in improving employee performance is held by work motivation, as it serves as the primary driving force that encourages individuals to carry out their tasks in accordance with established guidelines. A study on motivation and performance in PDAM Tirta Deli, Deli Serdang Regency, has shown that motivation has a positive but not significant impact on employee performance (Marjaya & Pasaribu, 2019). Referring to these findings, the hypothesis can be formulated as follows:

H3: Work motivation has a positive impact on employee performance."

### III. RESEARCH FRAMEWORK AND CONCEPTS

The approach applied in this research is the quantitative method. The quantitative approach in research involves a series of structured and planned steps, starting from formulating the background and research objectives, selecting research subjects, collecting data samples, identifying data sources, applying methodology, and analyzing research results using valid statistical analysis to measure the relationship between independent and dependent variables. In its conceptual framework, this research connects theory with a number of factors identified as the main issues. From a theoretical perspective, it is necessary to explain the relationship between independent variables such as leadership, training, work motivation, and the dependent variable, which is employee performance.

Quantitative research is an approach that requires the use of numerical data, including data collection, interpretation of the data, and presentation of the results (Arikunto, 2019). Quantitative research is a type of research that focuses on a specific population or sample, uses research instruments in data collection, and analyzes data quantitatively with the aim of testing formulated hypotheses (Sugiyono, 2016).

Below is the conceptual framework illustrating the research flow:

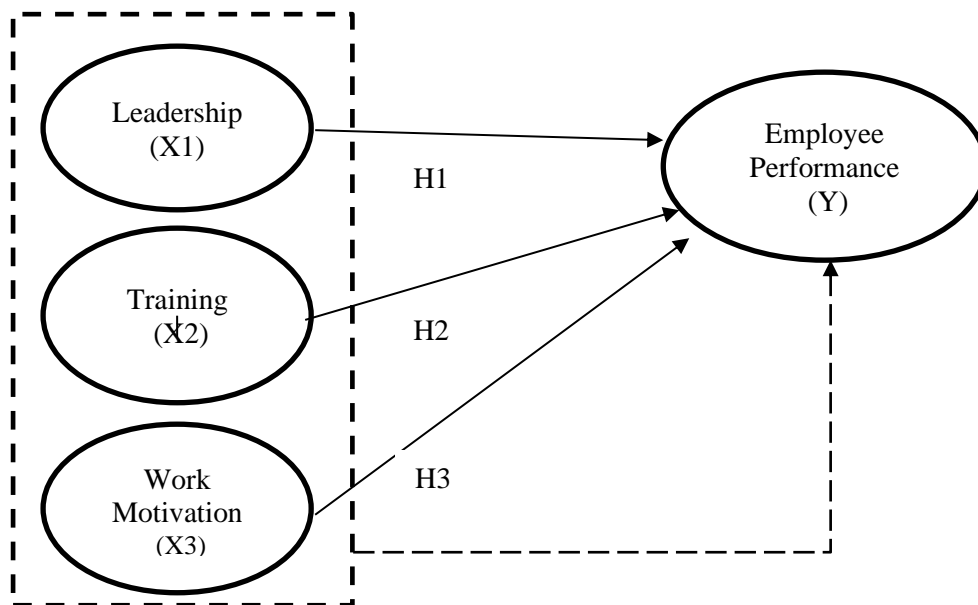


Figure 3.1. Conceptual Framework

As depicted in Figure 2, this conceptual framework reflects the research's purpose in examining the effects of leadership (X1), training (X2), and work motivation (X3) on employee performance (Y). The quantitative research method involves a series of organized, planned actions that follow structured steps, starting from formulating the background and research objectives, determining research subjects, collecting data samples, identifying data sources, applying methodology, and analyzing research results using statistical tools. The data collection process took place in June 2023 through the distribution of questionnaires in the form of Google Forms to respondents who were expected to fill them out and return them to the researcher.

This research was conducted at PT Nusa Konstruksi Enjiniring Tbk, located at Jalan KH. Guru Amin No. 18, Pasar Minggu, South Jakarta, and involved several projects within the company's environment. The research was conducted from April 2023 to June 2023. The population group that served as research subjects consisted of employees in the operational directorate of PT. Nusa Konstruksi Enjiniring Tbk, totaling 49 respondents. These respondents were part of the operational or production workforce within the construction services company (contractor).

Data collection and analysis techniques were applied through the presentation of a set of statements to the respondents to gather their responses using the Likert Scale. The Likert Scale was grouped as follows: "Strongly Disagree (SD)" received a rating of 1, "Disagree (D)" received a rating of 2, "Neutral (N)" received a rating of 3, "Agree (A)" received a rating of 4, and "Strongly Agree (SA)" received a rating of 5. The data collection process utilized a saturation or census sampling approach, involving the entire population of employees in the operational directorate of PT Nusa Konstruksi Enjiniring Tbk at the line management level at the head office and project sites. The research stages and steps included literature review, data acquisition, data processing, preliminary data analysis, and the application of multiple linear regression analysis using SPSS Version 25 software."

#### IV. RESULTS AND DISCUSSION

Based on the survey data collected, the majority of respondents were male, accounting for 93.88%, while the lowest percentage was female at 6.12%. Regarding the age distribution of respondents, the highest percentage fell within the 41-50 years range at 40%. On the other hand, the lowest percentage was in the 20-30 years range at 2.04%. When categorizing respondents by years of work experience, the highest percentage was in the category of over 15 years of experience, which accounted for 42.86%. Meanwhile, the lowest percentage was in the 3-5 years of experience range at 2.04%. In terms of respondents' highest educational attainment, the majority held a bachelor's degree (S1) at 81.63%, while the lowest percentage had completed a diploma (D3) at 2.04%. Regarding respondents' positions or job titles, the most common position was Field Manager, with 28 individuals or 57.14%. Conversely, the least common position was Department Head, with 1 individual or 0.02%.

The results of the frequency distribution analysis for variables X and Y indicate that the average response score from respondents for the Leadership variable (X1) is 3.99. It can be concluded that, in general, respondents express agreement with the quality of leadership within the operational directorate. However, there is room for improvement in some indicators, especially in decision-making and emotional control abilities, considering the role of leadership in employee performance development. The analysis also shows the average response score for the Training variable (X2) to be 3.98. It can be concluded that, overall, respondents generally agree with the effectiveness of training provided to employees in the operational directorate. However, there are some indicators that could be improved, such as the type of training, training objectives, and training duration, to ensure that training meets the needs and can be applied in the work environment, as training has an impact on improving employee performance. The analysis of the Work Motivation variable (X3) shows an average response score of 4.32. Overall, it can be concluded that the majority of respondents agree that work motivation has a significant impact on individual (employee) performance, so it is important to maintain and encourage work motivation among team members to improve their performance. In terms of the cumulative average response score for the Employee Performance variable (Y), it is 4.24. Overall, the conclusion is that the majority of respondents agree with the statements included in the indicators of the employee performance variable, which include aspects such as job quality, job quantity, reliability, and work attitude.

The results of validity evaluation for each variable, namely Leadership (X1), Training (X2), Work Motivation (X3), and Employee Performance (Y), show that each statement is valid in measuring its respective variable. This is evident from the calculated r-value (Pearson correlation), which is higher than the critical r-value, indicating the significance of the results with a 5% error rate. The reliability testing results for the Leadership, Training, Work Motivation, and Employee Performance variables indicate a high level of reliability because the Cronbach Alpha values for all statements exceed 0.60. The results of the Kolmogorov-Smirnov test reveal that the significance value or Asymp. Sig. (2-tailed) is 0.200 with a probability above 0.05. Therefore, it can be concluded that the research data follows a normal distribution.

The results of the heteroskedasticity test show no signs of heteroskedasticity in the residuals, as evidenced by an even spread of observation points on the graph without forming any specific pattern. The analysis of multicollinearity for the relationship between the leadership and employee performance variables indicates that the tolerance value is 0.639, with a variance inflation factor (VIF) of 1.542. The Training and Employee Performance variables have a tolerance value of approximately 0.554, with a VIF of 1.806. Meanwhile, the Work Motivation and Employee Performance variables have a tolerance value of around 0.633, with a VIF of approximately 1.579. This indicates that there are no signs of multicollinearity in the regression model, as all tolerance coefficient values for independent variables (X) exceed 0.100, and all VIF coefficient values for independent variables (X) are below 10.00.

**Table 4.1. : Coefficient of Determination Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 <sup>a</sup>	0,799	0,785	0,18913

a. Predictors: (Constant),  $\bar{X}_1$  (leadership),  $\bar{X}_2$  (training),  $\bar{X}_3$  (work motivation)

b. Dependent Variable:  $\bar{Y}$  (employee performance)

Source: SPSS output version 25, 2023

Based on the data in Table 1, it is noted that the R<sup>2</sup> (R-Square) value is 0.799, which is equivalent to 79.9%. This indicates that the goodness-of-fit of the model involving independent variables (leadership, training, work motivation) with the dependent variable (employee performance) is approximately 79.9%. In other words, around 79.9% of the variation in the independent variables included in the model (leadership, training, work motivation) can explain the variation in the dependent variable (employee performance), while the remaining 20.1% is influenced by other factors not included in this research model.

**Table 4.2. : Results of the F Statistical Test**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102,391	3	34,130	59,753	0.000
	Residual	25,704	45	0,571		
	Total	128,095	48			

a. Dependent Variable: Y (employee performance)

b. Predictors: (Constant),  $\bar{X}_1$ ,  $\bar{X}_2$ ,  $\bar{X}_3$

Source: SPSS output version 25, 2023

Based on the data presented in Table 2 above, the calculated F value is 59.753, while the tabulated F value is 2.807. Therefore, the calculated F value is greater than the tabulated F value, indicating significance, and thus, the hypothesis is accepted. This finding indicates that leadership, training, and work motivation, when integrated together or simultaneously, have an impact on employee performance.

**Table 4.3. : Results of the t statistical test**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Std.				
	B	Error	Beta		
1 (Constant)	0,435	0,299		1,458	0,152
$\bar{X}_1$	0,033	0,068	0,040	0,481	0,633
$\bar{X}_2$	0,086	0,078	0,100	1,110	0,273
$\bar{X}_3$	0,770	0,080	0,811	9,649	0,000

a. Dependent Variable : Y (employee performance)

Source: SPSS output version 25, 2023

With reference to the information provided in Table 3 above, the results of the t-test for the independent variables can be elaborated as follows:

a) The Leadership variable (X1) shows a Sig. value of 0.633, which exceeds 0.05, and a t-value of 0.481, which is lower than the t-table value (2.0141). This result indicates that the significance level for the Leadership variable is above the threshold of 0.05. Therefore, it can be concluded that hypothesis (H1) is rejected, indicating that Leadership does not have a significant impact on employee performance.

b) The Training variable (X2) has a Sig. value of 0.273, which exceeds 0.05, and a t-value of 1.110, which is lower than the t-table value (2.0141). This finding shows that the significance level for the Training variable is above the threshold of 0.05. Therefore, hypothesis (H2) is considered unsupported, indicating that Training does not have a significant impact on employee performance.

c) The Work Motivation variable (X3) shows a Sig. value of 0.000, which is smaller than 0.05, and a t-value of 9.649, which exceeds the t-table value (2.0141). This finding indicates that the significance level for the Work Motivation variable is below the threshold of 0.05. Therefore, it can be interpreted that hypothesis (H3) is accepted, showing that work motivation has a significant impact on employee performance.

Table 4.4. : Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.435	0.299		1.458	0.152
$\bar{X}_1$	0.033	0.068	0.040	0.481	0.633
$\bar{X}_2$	0.086	0.078	0.100	1.110	0.273
$\bar{X}_3$	0.770	0.080	0.811	9.649	0.000

Dependent variable : Y (employee performance)

Source: SPSS output version 25, 2023

Based on the multiple linear regression analysis results, as shown in Table 4 above, the constant value obtained is 0.435. This means that the employee performance variable has a value of 0.435 when the leadership, training, and work motivation variables are held constant.

Furthermore, when the leadership variable increases by one point, it will result in an increase in the employee performance variable by a coefficient of regression of 0.033 points. When the training variable increases by one point, it will lead to an increase in the employee performance variable by a coefficient of regression of 0.086 points. Lastly, when the work motivation variable increases by one point, it will bring about an increase in the employee performance variable by a coefficient of regression of 0.770 points.

#### Analysis of the Impact of Leadership on Employee Performance

From the evaluation results, it is evident that leadership does not have an effect on employee performance. This finding indicates that leadership is not the factor at play in influencing the level of employee performance. In the context of the company, the influence of leadership on employee performance might emerge if leadership can stimulate work motivation among employees. This is not consistent with the findings of previous research conducted by Hendriati (2017), Zusnita Muizu, et al. (2017), Firmansyah, et al. (2017), Dadi Lado, et al. (2019), Tsauri and Tjahyanti (2022), and Supriyadi (2019), which stated that leadership has a significant impact on employee performance. However, it aligns with the research results of Marjaya and Pasaribu (2019), which found that the leadership variable does not affect employee performance.

The findings of this study also do not align with the theoretical view of leadership, which focuses on content, meaning the idea that leadership influences subordinates' efforts to act or encourages improvements in employee performance. These results are also inconsistent with the concept of leadership that describes it as the manifestation of a leader's behavior, involving skills in leading (Ansory & Indrasari, 2018). This implementation generally forms a specific framework, which is a standard of behavior used by individuals when trying to influence the actions of others or team members. In this case, the more effective the leadership role held by superiors, the better the employee performance results. These research findings are further supported by data obtained by the researcher through clarification or interviews with some respondents, indicating that the current leaders have only been in office for approximately 13 months and have made fewer direct visits to the field or projects to provide guidance or motivation. Communication is more often done through Zoom meetings, so leadership is less directly perceived or has less influence in influencing subordinates' behavior. Therefore, to align the research results with leadership theory, leaders need to approach employees by frequently visiting the field or projects so that leadership guidance and motivation can influence employee behavior or subordinates.

#### Analysis of the Impact of Training on Employee Performance

The evaluation results indicate that training does not have an effect on employee performance. This reflects that training is not a factor influencing the level of employee performance. Employee performance is not solely determined by the quantity of training attended. Training will provide a positive benefit to employee performance if it can stimulate work motivation and enhance overall competence among team members in the company's environment. The findings of this research do not align with the results of previous studies, such as those by Gumilar (2018), Rimba et al. (2022), Maidarti et al. (2022), Marjaya and Pasaribu (2019), and Supriyadi (2019), which stated that training has a significant impact on employee performance. These research findings also do not align with the concept of training theory, which indicates that the more effective the education and training programs conducted by company management, the more skilled employees are in performing their tasks (Busro, 2018). Therefore, training should result in improved employee performance. These research results can be justified because the clarification obtained through interviews indicates that the existing training programs have

not been running effectively to enhance employee performance but have been carried out according to the needs for meeting the tender requirements requested by employers or clients.

### **Analysis of the Impact of Work Motivation on Employee Performance**

Based on the analysis conducted, it is evident that motivation has a significant impact on employee performance. This finding reinforces the belief that motivation plays a crucial role in influencing employee performance. When employees' motivation increases, their performance tends to improve. The results of this research align with previous studies by Hendriati (2017), Rimba et al. (2022), Maidarti et al. (2022), Tsauri and Tjahyanti (2022), Marjaya and Pasaribu (2019), and Supriyadi (2019), which stated that motivation has a positive and significant impact on employee performance. Work motivation is defined as a condition that has an impact on stimulating, directing, and sustaining actions related to performance (Mangkunegara, 2017). This means that the level of work motivation, whether high or low, will affect employee performance.

### **Analysis of the Impact of Leadership, Training and Work Motivation Together on Employee Performance**

From the evaluation results, it is evident that leadership, training, and work motivation collectively have a significant positive impact on employee performance. This means that the influence of leadership, training, and work motivation together will affect employee performance. The findings in this research align with previous studies by Dadi Lado et al. (2019) and Marjaya and Pasaribu (2019) in their research, which stated that leadership, training, and work motivation collectively have an impact on employee performance. From a theoretical perspective, this aligns with the understanding that performance can be seen as the result of individual or group actions within the organizational structure or company, influenced by various elements to achieve organizational goals within a specific timeframe (Busro, 2018).

## **V. CONCLUSION**

After going through the analysis and discussion process, several conclusions can be drawn as follows: the hypothesis test to assess the influence of leadership on employee performance showed that there is no significant influence of leadership on employee performance; the hypothesis test to observe the impact of training on employee performance indicates that training does not have a significant impact on employee performance; the hypothesis test to evaluate the influence of work motivation on employee performance revealed that work motivation has a positive and significant impact on employee performance; and the hypothesis test to analyze the combined impact of leadership, training, and work motivation on employee performance shows that overall, leadership, training, and work motivation have a positive and significant impact on employee performance.

It is recommended for leaders to enhance their leadership influence on employee performance by regularly interacting directly with their subordinates or employees in the field or projects. Providing guidance, encouragement, and recognition during their presence at projects can contribute to improving employee performance. Additionally, it is advisable to strengthen a well-rounded training program for all employees. Methods that can be used include discussions, field visits, case studies, and teaching the necessary skills and attitudes (both soft and hard skills) to encourage improved employee performance.

For future research, it is recommended to use more detailed indicators and develop more statements for each indicator to obtain more detailed results. Additionally, the choice of data collection methods can vary, including observation or qualitative research methods, which can provide deeper insights into the phenomena being studied.

## **VI. ACKNOWLEDGEMENTS**

This research has several limitations to consider. Constraints related to time and financial resources influenced the choice of data collection method through an online survey using a questionnaire. Therefore, the data obtained may contain information bias and depend on the subjective perspectives of the respondents. There is doubt about whether respondents filled out the questionnaire wholeheartedly, but their answers were still included in the analysis. The use of Google Form technology in distributing the questionnaire also limited direct and detailed interaction with respondents, given time and distance constraints.

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