

## Leadership Determination and Training Effectiveness on Employee Performance Through Work Motivation Mediation

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#### ABSTRACT

This study analyses the effect of leadership and training on employee performance by mediating work motivation. This research was conducted in January - October 2022. This study uses a quantitative approach; the sample; chelation in this study was 120 employees of the Directorate General of Islamic Education, with sampling using random sampling techniques. The data obtained through the questionnaire was then managed and coded using Microsoft Excel. Then the data is processed with Structural Equation Modeling (SEM), which is assisted using the Smart-PLS 3.0 analysis program and SPSS by conducting validity and reliability tests. To get the conclusion that there is a positive influence of leadership on employee performance, leadership on work motivation, training effectiveness on work motivation, training effectiveness on employee performance, work motivation on employee performance, leadership on employee performance through the mediation of work motivation and performance effectiveness on employee performance through the mediation of work motivation.

**Keywords:** Leadership, Training Effectiveness, Employee Performance, Work Motivation

## **INTRODUCTION**

Public sector performance is one of the factors progresses of a country. Based on the International Institute for Management Development (IMD) assessment, Indonesia's competitiveness in the world has dropped to rank 44 from rank 37 in 2022. Bureaucracies at all levels of government must be more adaptive in anticipating changes that will occur. However, according to the competitiveness report (*Global World Economic Forum*), Indonesia's competitiveness bureaucracy is underperforming. Therefore, the participation of national civil institutions is needed, which must be able to follow trends and continually hone their skills.

The government's democracies are certainly a crucial strategic issue. Law number 5 of 2014 concerning the State Civil Apparatus (ASN) requires performance as the basis and main parameters of bureaucratic running. At the same time, in terms of the management of government agencies, the law changes the orientation of the agency's human resource management from employee administration management to human capital management. The average professional quality of the bureaucracy is still unsatisfactory, partly because the management of human resources is not optimal.

Leadership, training, and motivation are the most decisive factors in an organisation's performance. According to Sutanto, Utami and Diantoro (2022) stated that leadership plays an important role in influencing the level of commitment. Bureaucracy, as one of the elements of national competitiveness, even if it is the primary determinant, must have high capabilities and performance to achieve its goals. Employees in ministries and state institutions in the Republic of Indonesia carry out their duties per the vision and mission of each of these ministries. Ministry of Religious Affairs of the Republic of Indonesia as a government agency.

The Ministry of Religious Affairs of the Republic of Indonesia has a work unit, the Directorate General of Islamic Education. As one of the government agencies, it also implements bureaucratic reforms to provide public services to the community. The goal of bureaucratic reform can be achieved if the availability of professional human resources (HR) with optimal capabilities has a competitive advantage in carrying out their duties.

The subject of this study is an employee of the Directorate General of Islamic Education; the Secretariat has excellent duties and responsibilities. Therefore, employees must continuously improve their abilities and expertise to achieve maximum performance. Based on pre-research observations at the Secretariat of the Directorate General of Islamic Education, we are conducting interviews with state civil servants. The results of these observations and interviews obtained data and facts related to research variables that can be described. The value of the government agency performance accountability system (SAKIP) and the self-assessment value of the implementation of the integrity zone (PMPZI) for a more brief description.

From the description above, it can be concluded that in terms of performance, the achievement of performance targets is suspected to be due to insufficient work motivation, leadership, and training effectiveness in building performance. It can be seen that the design has not fully met the performance goals. Motivation, supervision, and training are essential in improving an organisation's performance. Therefore, organisational management must be able to improve leadership and training that can manage and improve quality through motivation and utilise the potential possessed by employees as optimally as possible to provide exemplary performance in an organisation and make changes.

An organisation's success by realising its vision and mission is greatly influenced by employee performance. This is because performance is a description of the level of

achievement of the implementation of a program of activities or policies in realising the goals, objectives, vision, and mission of the organisation as outlined through an organisation's strategic planning (Moeheriono, 2014). Every organisation wants to perform at its best. In other words, each organisation will quickly achieve its goals if quick performance is good.

Government officials must work more professionally, morally, cleanly, and ethically, in supporting bureaucratic reforms, supporting the smooth running of government and development tasks, and improving performance. Many studies prove that many factors affect employee performance. Ins research proved that factor motivation, leadership, and factors affect employee performance (Munawaroh, Riantoputra & Marpaung, 2013).

Performance is a natural behaviour that everyone displays as work achievements produced by employees according to their role in the organisation or company. Every employee is required to be able to provide their best abilities for the progress of the agency or company they live in. This creates pressure on employees, which often results in decreased employee performance. Organizations and companies need to find ways to achieve goals without harming employees.

Employees, as the spearhead of an organization or company, certainly need stimulation so that their performance and productivity are maintained, this will certainly have a very good impact on the company's organization. Therefore, companies are increasingly aware of the need for this stimulus, so that employees pay attention to things that can encourage employees to create factory satisfaction for employees. Motivating activity is one of the leadership activities. Motivation is also a process of linkage between effort and satisfaction of certain needs or in other words the willingness to mobilize abilities to achieve organizational goals (Siagian, 2000). Furthermore, leadership is one of the factors that influence performance, this is evidenced by the not optimal achievement of performance targets as can be seen in table 1.2

**Tabel 1.** 2020 Performance Achievements

NO	OUTPUT	TARGET	REALIZATION
1	SAKIP	80,00 %	78,43 %
2	PMZI	85,00 %	71,30 %

Source: Performance Report of the Directorate General of Islamic Education 2022

Performance Achievements, then the lack of employee participation in improving performance is suspected to be due to a lack of leadership roles (interviews). Judging from the number and composition of the employees of the directorate general of education, it is dominated by employees with Rank III. In the following picture:

Employees with class III are executors who are in charge of serving both services inside and outside the organization so that the operational activities of the organization will depend heavily on employees in this class III. Referring to the composition of the staff at the Directorate General of Education above, improving work behavior and improving the quality of work can be started from the leadership at every level, whether at the section, sub-section, or section level. This linkage analysis can be used to increase the achievement of predetermined goals and achieve optimal performance in building performance, this was stated by employees of the Directorate General of Education (Sisdiyanto, 2021).

Leadership has an important role in motivating employees to improve performance. Employees need leadership to direct and influence activities in achieving goals and improving performance. However perfect the planning, policies and equipment with the latest technology owned by an organization means nothing if there is no driving factor,

namely a leader. Leadership is a central part of the manager's role directly with subordinates. Leadership as an ability that can influence a group towards achieving a predetermined vision or goal (Moorhead & Griffin, 2013). Leadership is the ability to influence groups towards achieving goals. Leadership is a process of interaction between leaders and employees in which leaders seek to influence employees to achieve company goals or Northouse Institutions (Gary, 2005). Leadership functions as a dynamist and coordinator for all human resources, natural resources, and means to achieve certain goals. Leaders have a central function in the leadership of an organization to lead with careful control, good, disciplined, firm in making decisions. In addition, leaders in an organization must have a leadership spirit, must be able to influence subordinates, organize, manage, lead subordinates, dedicate themselves to formulate.

According to various aspects of leadership research as mentioned above, one of the main roles of leadership is to create work motivation for employees. Employees devote all the resources they have to achieve the goals set. In addition, other leadership roles are those who guide and supervise employees in carrying out activities aimed at achieving certain goals as an organizational mover, building a communication network as an effective guard and guard for their followers to achieve planned and scheduled goals (Salam, 2002).

The results of research conducted by (Hartono & Zubaidah, 2017) entitled The influence of leadership, organizational culture and work discipline on teacher performance regarding work motivation as interverning variable (A case study of Al Kholidin Islamic Boarding School Education Foundation). The results of the hypothesis testing indicated that the eight alternative hypotheses (H1) proposed in the study were accepted while the null hypothesis (H0) was rejected. This means that there is an influence of leadership on motivation, organizational culture on motivation, work discipline on motivation, leadership, organizational culture, and work discipline on motivation simultaneously, leadership on teacher performance, work discipline on teacher performance, motivation on teacher performance, and leadership, culture organization, and motivation on teacher performance simultaneously.

Leadership, motivation and training simultaneously have a positive influence on the performance of the Prima Srandakan Store employees. The results of the study show that leadership, motivation and training simultaneously have a positive effect on the performance of the Prima Srandakan store. This is evidenced by the F test, showing that the significant value of the F test is  $0.000 < \text{the significant level } \alpha \text{ (alpha)}$  that has been set is 0.005 then  $H_a$  is accepted, so that it can be concluded  $H_4$  which states that the variables of leadership, motivation and training simultaneously affect employee performance prima shop srandakan will be accepted. The influence of the independent variables simultaneously is positive as seen from the constant F which has a positive value (21.020). This shows that the increased performance of the prima srandakan shop employees is influenced by good leadership, good motivation and training by the prima srandakan shop. The synergy of these three variables is very beneficial for the progress of the prima srandakan shop so that it can compete in the business world where the competition is getting tougher. Based on the results of the analysis and also the tests carried out, the fourth hypothesis (H4) which states that leadership, motivation and training simultaneously have a positive and significant influence on the performance of Prima Srandakan store employees is accepted (Purwanti, 2015).

In line with the research conducted by Tatulus, Mandey and Rares (2015) with the title of research The influence of leadership on the performance of civil servants in the Tagulandang sub-district office of Sitaro regency. The results of the study that has been carried out conclude that the functional relationship of the influence of leadership roles

on employee performance is positive and convincing. Furthermore, according to TaTitulusthe role of leadership as a catalyst, integrator and behavior as a father needs to be improved. As a leader in the organization, it is a driving force to uphold firmness to achieve the vision and mission of the organization.

In general, in every organization there is often a gap between the need for workforce promotion expected by the organization and the ability of the workforce to respond to needs, organizations need to try to bridge this gap. One way that can be done by companies/organizations is by training through training programs, it is hoped that all the potential they have can be increased according to the needs and desires of the company or at least close to what is expected by the company.

Training is one of the factors that can affect the performance of training carried out with the aim of improving performance. Training is the process of teaching employees about the basic skills required in carrying out their duties. Meanwhile, according to Budhianto (2020) as cited in Wirawan and Sembiring (2021) stated that for old employees, the purpose of training is to improve poor performance, by learning new knowledge and technology and skills, they can also adjust to new organizational developments and policies.

According to Hardjana (2019) Training or training is an activity designed to improve the performance of workers in the work handed over to them. The selection of the right training methods, good training instructors, training materials that are in accordance with the needs of trainees and clear training objectives will certainly have an impact in the form of motivation to other employees and can carry out employee performance improvement and company performance improvement. The results of research conducted by Sunyo, Al Musadieg and Djudi (2015) show that there is a simultaneous significant influence of training variables on employee performance variables. Raharjo (2014) stated that training has a significant influence on motivation, training materials have an influence on work motivation, training methods have a significant influence on performance , training materials have an influence on performance. Training instructors have a significant influence on performance.

The purpose of this study is to explain and analyze whether training variables have a significant influence on employee performance. Questionnaires as a data collection tool were distributed to 33 employees of PT. Taspen (Persero) Malang Branch. This study used multiple linear regression analysis analysis. There are four variables, namely training method (X1), training material (X2), training instructor (X3), and employee performance (Y). The results showed that training variables, training materials, training methods, training instructors showed that there was a simultaneous significant influence on the variables of employee performance work quality, punctuality, initiative, ability, communication. The training material (X1) partially influenced the employee performance variable (Y) by 47.17%, the training method variable (X2) by 10.66% and the training instructor variable (X3) partially influenced employee performance (Y) by 10.72% (Sunyo, Al Musadieg, & Djudi, 2015)

Dotted with the rationale above, this research is different from other researchers, this study uses work motivation as a mediation of leadership and the effectiveness of training on employee performance, it can be seen how important leadership and training effectiveness are to employee performance through work motivation mediation at the Directorate General of Islamic Education, Ministry of Religion of the Republic of Indonesia. For this reason, researchers are interested in conducting research with the title: "Determination of leadership and the effectiveness of training on employee performance through mediation of motivation to work at the Directorate General of Islamic Education, Ministry of Religion of the Republic of Indonesia".

## **LITERATURE REVIEW**

Employee performance is one of the main things in a work process, as defined by Sa'adah (2022) that employee performance is likened to a building block that is an inseparable whole, for example if a building only loses one part, then the building will not be able to stand firmly and can even collapse, as well as employee performance. If a company does not analyze the performance of its employees well, then the company will become chaotic and uncontrollable.

Performance is closely related to the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Riwukore, Susanto, Pilkandis, & Habaora, 2021). Measurement of expected work results in the form of something optimal, while the factors that affect performance are: leadership, training, motivation, endurance / reliability, quantity of work, work discipline and supervision (Moorhead and Griffin, 2013).

Understanding the performance of the government, namely the Institution (2003): the obligation to provide accountability or to answer and explain the performance and actions of a person / legal entity / collective leader of a company to parties who have the right or authority to ask for information or responsibility. Performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals and vision of the company, vision is the foresight, where and how government agencies must be brought and work in order to remain consistent and exist, anticipatory, innovative and productive. Vision is a challenging picture of the future state containing the minds and images that government agencies want to realize. Mission is something that must be carried out or carried out by government agencies, according to the vision set so that the company's goals can be carried out and succeed well. With this mission statement, it is hoped that all employees and interested parties can get to know government agencies and know their roles and programs and the results that will be obtained in the future, including related to goals. Goals are something that will be achieved or produced in a period of one to five years then goals are the elaboration of goals measurably, namely something that will be achieved / produced in real terms by government agencies in a period of years, semesters, quarters, or months. Policy is basically the provisions that have been agreed upon by the relevant parties and determined by the authorities to be used as guidelines, guidelines or guidelines for every business and activity of the government apparatus or the community in order to achieve smoothness and integration in an effort to achieve the goals, objectives, mission and vision of the company certainly includes programs or collections of real, systematic and integrated activities carried out by one or several agencies government or in the framework of cooperation with the community. Activities are concrete actions within a certain period carried out by government agencies by utilizing existing resources to achieve certain goals and objectives in accordance with established policies and programs.

The concept of motivation is important for organizational managers to know because a motivated group of employees is important to the success of the organization because they will participate fully in their work to bring a high level of profitability to the organization (Moorhead and Griffin, 2013). To motivate people on their work, it is advisable to emphasize achievement, recognition, work itself, responsibility, progress, and growth.

## RESEARCH METHOD

This research will analyze leadership determination and training effectiveness on employee performance through work motivation mediation. This study explains the relationship of influencing and being influenced from the variables to be studied. This study uses a quantitative approach to analyze the relationship between variables because the data to be used is expressed by numerical numbers or scales (Suliyanto, 2017).

The population and samples in this study are subjects related to the research that the author conducted at the Directorate General of Islamic Education, namely all employees who are within the Directorate General of Islamic Education. The total population that will be used is all employees within the Directorate General of Islamic Education as many as 120 employees. The sample technique used in this study is probability sampling, namely all populations are likely to be sampled, the calculation of the number of samples based on the table of Issac and Michael with an error determination of 5% of the samples in this study were all employees of the secretariat of the directorate general of Islamic Education. A simple random sample (sample *random sampling*) in which each individual in the population has the same probability of being selected. With *randomization*, the most representative sample will allow researchers to generalize a population. The data is taken through a survey. In this study, the data obtained were quantifiable data in the form of numbers that were processed using the Partial Least Square (PLS) analysis method and assisted by the SmartPLS v3 and SPSS v25 (Statistical Package for Social Science) programs.

## RESULTS

### The Direct Influence of Leadership on Employee Performance

Based on the statistical analysis of the path coefficient, it shows an original sample value of 0.323 in leadership on employee performance. This means that there is a positive influence on leadership variables on employee performance variables. In addition, it also shows a statistical t value of 2.601 and a p value of 0.010 ( $< 0.05$ ) which means that leadership has a significant direct effect on employee performance. Therefore, it can be concluded that the first hypothesis in the study was accepted and statistically supported by the results of this study.

The results of this study are in line with the research of Hendriawan, (2014), Sukmawati, (2007), Potu (2013), Muizu, Kaltum and Sule (2014), and Marlikan (2016) which also stated that there is a positive influence between leadership on employee performance. This means that the better the leadership applied, the better the employee performance will be. The results of the hypothesis test were strengthened by descriptive statistical results on leadership and employee performance variables which showed that the majority of respondents answered affirmatively on both variables with the average value of respondents' answers being at high intervals (total average of 4.48 in leadership and 4.57 in employee performance). Most respondents felt that the better leadership that articulated the vision and mission of the future with full confidence would result in an early leap into the future by awakening the skills of talents and resources to make it happen in improving performance. Vice versa, leadership without articulating the vision and mission with full confidence will hinder employee performance. This is in line with the opinion of Fithria (2022) in his research leadership is a mechanism to support or motivate a group of people to work towards common goals, where he can lead employees and workers with strategies to achieve the vision and mission so that it has a significant effect on performance

### **The Direct Influence of Leadership on Work Motivation**

Based on the statistical analysis of the path coefficient, it shows an original sample value of 0.470 in leadership to work motivation. This means that there is a positive influence on leadership variables on work motivation variables. In addition, it is also shown a statistical t value of 6.240 and a p value of 0.000 ( $< 0.05$ ) which means that the leadership variable has a significant direct effect on the work motivation variable. Therefore, it can be concluded that the second hypothesis in this study is accepted and statistically supported by the results of this study which means that the leadership variable has a significant effect directly on the work motivation variable.

The results of this study are in line with the research of Pullins, Haugtvedt, Dickson, Fine, and Lewicki (2000), Kanfer, Frese and Johnson (2017), Siagian (2000), Wibowo (2011), Sugiyono (2020) which states that there is a positive influence between leadership on work motivation. Leadership is an important factor that helps an individual or group identify its goals, and then motivates it in achieving the goals that have been set. Motivating leadership in achieving goals will increase and improve their performance so that they can achieve organizational goals. Vice versa, if the motivational leadership role is low, performance will be low, so morale will decrease, and the level of expertise must also be increased to improve performance.

The results of the hypothesis test are strengthened by descriptive statistical results on leadership variables and work motivation variables which show that the majority of respondents answered affirmatively in both variables with the average value of respondents' answers at high intervals (total average of 4.48 in leadership and 4.45 in work motivation) this means that if the leadership is carried out properly, responsible and listening to the opinions of employees will increase work motivation and Performance. Then it will automatically increase employee motivation in achieving company goals and will achieve optimal results. Leadership and work motivation are two different things, must have links in the context of work and interaction between people, and Leadership is a human factor that binds a group together and gives it motivation towards certain goals, both in the short and long term. This means that leadership and motivation have a strong relationship. Leadership has a partial and simultaneous effect on employee work motivation. Based on the results of the analysis, the p1 value is 0.282 with a significance of 0.004 smaller than 0.05, it can be concluded that the leadership variable has a direct effect on the work motivation variable. Employees with good leadership will affect the work motivation of employees.

### **The Direct Effect of Training Effectiveness on Work Motivation**

Based on the statistical analysis of the path coefficient, it shows an original sample value of 0.420 on the effectiveness of training on work motivation. This means that there is a positive influence on the training effectiveness variable on the work motivation variable. In addition, it also showed a statistical t value of 5.876 and a p value of 0.000 ( $< 0.05$ ) which means that the effectiveness of training has a significant direct effect on work motivation. Therefore, it can be concluded that the third hypothesis in the study is accepted and statistically supported by the results of this study. So, it can be concluded that there is a positive significant influence between the effectiveness of training on work motivation.

The results of this study are in line with Noesgaard and Ørngreen (2015) who found that the effectiveness of training affects work motivation. The higher the effectiveness of the training carried out, the higher the employee's work motivation. Vice versa, the lower the effectiveness of training, the lower the work motivation.



The results of the hypothesis test were strengthened by descriptive statistical values on the variables of training effectiveness and work motivation which showed that the majority of respondents answered affirmatively on these variables with average values being at high intervals (average level of 4.28 on training effectiveness and 4.45 on work motivation). Respondents in this study showed a high level of interest in training effectiveness by participating in training programs well and transferring the knowledge gained, so as to increase employee work motivation. The effectiveness of this training has a positive and significant impact on work motivation. Based on this research, it can be explained that the effectiveness of training is very important for an employee to carry out his duties or responsibilities properly in accordance with work standards in the organization. So, if training can be received by employees, then employee motivation will increase in carrying out each task given.

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

Based on the statistical analysis of the path coefficient it shows an original sample value of 0.269 on the effectiveness of training on employee performance. This means that there is a positive influence on the training effectiveness variable on the employee performance variable. In addition, it also showed a statistical t value of 2.033 and a p value of 0.043 ( $< 0.05$ ) which means that the effectiveness of training has a significant direct effect on employee performance. Therefore, it can be concluded that the fourth hypothesis in the study is accepted and statistically supported by the results of this study. So, it can be concluded that there is a positive significant influence between the effectiveness of training on employee performance

The effectiveness of training provided by management directly benefits employees so that it has a positive and significant impact on employee performance. The better the effectiveness of training to employees, the better the employee's performance. The findings of this study are in line with several theories that state that there are several causes that affect employee performance in an organization. It is known that the effectiveness of training has a positive and significant effect on employee performance. Based on this research, it can be explained that training is very necessary for employees to be able to carry out their functions or responsibilities correctly according to existing work standards in the organization. In this way, if the training is well received by employees, employee performance will improve and produce outputs that are aligned with the goals of the organization. The higher the effectiveness of the training carried out, the higher the performance of employees. Vice versa, the lower the effectiveness of the training carried out, the lower the performance of employees.

The results of the hypothesis test were reinforced by descriptive statistical values on the variables of training effectiveness and employee performance which showed that the majority of respondents answered affirmatively on these variables with average values being at high intervals (average level of 4.28 on training effectiveness and 4.57 on employee performance). Respondents in this study showed a high level of interest in training effectiveness by carrying out training effectiveness well and transferring the knowledge gained, so as to improve employee performance. The effectiveness of training has a positive and significant effect on employee performance. Based on this research, it can be explained that the effectiveness of training is very necessary for an employee to be able to carry out his functions or duties properly in accordance with existing work standards in the organization.

### **The Direct Effect of Work Motivation on Employee Performance**

Based on the statistical analysis of the path coefficient it shows an original sample value of 0.275 on work motivation to employee performance. This means that there is a positive influence on the work motivation variable on the employee performance variable. In addition, it is also shown a statistical t value of 2.409 and p values of 0.016 ( $< 0.05$ ) which means that work motivation has a significant direct effect on employee performance. Therefore, it can be concluded that the fifth hypothesis in the study is accepted and statistically supported by the results of this study. So, it can be concluded that there is a significant positive influence between work motivation and employee performance.

The results of this study are in line with Parwanto and Wahyuddin (2007) and Listianto and Setiaji (2008) which stated that work motivation affects employee performance. Work motivation is one of the factors that affect performance. Performance will run well if work motivation is carried out well and vice versa performance cannot run well, if work motivation is not carried out properly, motivation is an effort to encourage individuals to run and channel all their abilities to achieve a goal so that they can improve performance.

The results of the hypothesis test were strengthened by descriptive statistical values on the variables of work motivation and employee performance which showed that the majority of respondents answered affirmatively on these variables with the average value being at high intervals (average level of 4.45 on work motivation and 4.57 on employee performance). Respondents in this study showed that work motivation affects employee performance. Work motivation is one of the factors that affect performance. Performance will run well if work motivation is carried out properly. In line with research conducted by Listianto and Setiaji (2008) states that work motivation has a positive and significant effect on employee performance. In addition, research conducted by Parwanto and Wahyuddin (2007) supports previous research that states that motivation has a positive and significant effect on employee performance, and in influencing performance. Work motivation is an impulse that arises from within a person, either consciously or unconsciously to perform an action with one specific goal. So an employee can be encouraged to do work thoroughly, disciplined and loyalty. This research is in line with previous research Raiser (2006) as cited in Sutrisno and Purnomosidhi (2013) the results of research prove that work motivation has a positive and significant effect on employee performance Motivation factors have a close relationship with employee performance because of a person's drive to do a job in order to achieve goals so that there will be work excitement to do tasks well. If the employee has the ability to carry out the duties carried out, the task will be completed properly and vice versa, the employee's ability is lacking in carrying out his duties, the organization's goals will not be achieved. Employees and organizations where work are two things that cannot be separated. Employees play a leading role in improving the wheels of life of the organization. If employees have high productivity and work motivation, then the pace of the wheels will run fast, which will eventually result in good performance and achievements for the organization.

### **Indirect Influence of Leadership on employee performance through work motivation**

Based on the statistical analysis of the path coefficient, leadership variables affect the performance of employees with work motivation who act as mediators between the two. The original sample value of the influence of the three variables was 0.129 which means that there is a positive influence in the influence of leadership on employee performance with work motivation as a mediator. Then, the statistical t value is 2.239 and p values are 0.026 ( $< 0.05$ ) which means that the leadership variable has an indirect significant effect on the performance of employees with work motivation who act as mediators. Therefore, it is concluded that the sixth hypothesis in this study is accepted and statistically

supported by the results of this study. So, it can be concluded that leadership affects employee performance with work motivation that acts as a mediator.

The results of this study are in line with those stated by Wibowo (2011), Sugiyono (2020), and Maulidar and Yunus (2012) leadership plays an important role in the performance of the resulting employees. Motivation as a mediator in improving work motivation performance is a person's personal condition that encourages the individual's desire to carry out certain activities in order to achieve goals. Work motivation related to the results of the work of the individual, at the same time affects the performance of the organization. This is also reinforced by the results of testing the H2 hypothesis that there is a significant favourable influence between leadership on work motivation, as well as the H5 hypothesis that there is a significant favourable influence between work motivation on employee performance. Thus, the results of statistical research show that leadership has a significant positive effect on employee performance when mediated by work motivation.

The results of the hypothesis test were also strengthened by descriptive statistical results on the variables of leadership, work motivation and employee performance which showed that the majority of respondents answered affirmatively on the three variables with the average values of respondents' answers being at high intervals (total average 4.48 on leadership, 4.45 on work motivation and 4.57 on employee performance). Respondents in this study perceive that leadership ability in creating work motivation can improve employee performance, so the success of the leadership process and work motivation can improve employee performance.

## **DISCUSSION**

The results of this study are in line with the theory put forward by Noesgaard and Ørngreen (2015), and Ghosh et al (2012) that the effectiveness of training for employees is a process of prohibiting certain knowledge and skills. as well as attitudes so that employees are increasingly able to carry out their responsibilities properly, in accordance with work standards. Training is an increase in individual activity in increasing work motivation, skills and knowledge systematically so that they are able to have professional performance in their field in improving employee performance. So that it can be interpreted that the higher the level of effectiveness of the training carried out, the higher the work motivation which has an impact on improving employee performance.

Based on the statistical analysis of the path coefficient the effectiveness of training affects the performance of employees with work motivation who act as mediators between the two. The original sample value of the influence of the three variables was 0.115, which means that there is a positive influence in the effect of training effects on employee performance with work motivation as a mediator. Then, the statistical t value is 2,133, and the p values are 0.033(< 0.05), which means that the training effectiveness variable has a significant indirect effect on the performance of employees with work motivation who act as mediators. Therefore, it is concluded that the seventh hypothesis in this study is accepted and statistically supported by the results of this study. So that it can be supposed that the effectiveness of training affects the performance of employees with work motivation who acts as a mediator

The results of this study are in line with those stated by Hamli (2016), Noesgaard and Ørngreen (2015), and Ghosh et. al. (2012) that the effectiveness of training for employees is a process of teaching specific knowledge and skills and attitudes so that employees are increasingly able to carry out their responsibilities properly, by work standards training is a series of individual activities in increasing work motivation, systematic expertise, and knowledge to be able to have professional performance in their

fields in improving employee performance. So, it can be concluded that the higher the level of effectiveness of the training carried out, the higher the work motivation which has an impact on improving employee performance. This is also reinforced by the results of testing the H3 hypothesis that there is a significant favourable influence between the effectiveness of training on work motivation, as well as the H5 hypothesis that there is an important good influence between work motivation on employee performance. Thus, the results of statistical research show that the effectiveness of training has a significant positive effect on employee performance when mediated by work motivation.

The results of the hypothesis test were also strengthened by descriptive statistical results on the variables of training effectiveness, work motivation and employee performance which showed that the majority of respondents answered affirmatively on these three variables with the average values of respondents' answers being at high intervals (total average 4.28 on training effectiveness, 4.45 on work motivation and 4.57 on employee performance). Respondents in this study had a perception that the effectiveness of training in interacting with trainees can produce greater work motivation so that the success of the learning process can improve employee performance.

## **CONCLUSION**

In accordance with the research that has been conducted and the discussion on Leadership Determination and Training Effectiveness mediated by Work Motivation on Employee Performance at the Directorate General of Islamic Education, researchers obtained the following conclusions:

Leadership has a positive and significant effect on employee performance at the Directorate General of Islamic Education. The better the leadership that is carried out, the more employee performance is achieved. Leadership has a positive and significant effect on the work motivation of employees of the Directorate General of Islamic Education. The better the leadership that is carried out, the more increased work motivation. Leadership that is carried out well, responsible and listens to the opinions of employees will increase work motivation. Then it will automatically increase the employee's work motivation in achieving goals and will achieve optimal results.

The effectiveness of training has a positive and significant effect on the work motivation of employees of the Directorate General of Islamic Education. The higher the effectiveness of the training carried out the work motivation will increase in carrying out each task given. The effectiveness of training has a positive and significant effect on the performance of employees of the Directorate General of Islamic Education. The higher the effectiveness of the training carried out, the employee performance will increase and produce outputs that are in accordance with organizational goals.

Work motivation has a positive and significant effect on employee performance. The higher the level of work motivation created, the performance of employees of the Directorate General of Islamic Education will increase in achieving the target. Leadership has a positive and significant influence on employee performance through employee motivation of the Directorate General of Islamic Education. The better the leadership in creating work motivation, the better it can improve employee performance. So that the success of the leadership process and work motivation can improve employee performance. The effectiveness of training has a positive and significant effect on employee performance through the work motivation of employees of the Directorate General of Islamic Education. The higher the level of effectiveness of the training carried out, the higher the work motivation that has a good impact on improving employee performance

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