

Leadership Style, Training, and Motivation as Crucial Factors for Driving Work Performance

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ABSTRACT

Objective this research for know stylistic influence leadership, training and motivation Work to Employee performance . Object study namely the Eduardo Ximenes Baucau Regional Hospital . The population in this study were some of the employees at the Eduardo Ximenes Baucau Regional Hospital, totaling 66 person. Technique taking sample which used in this research is Sloving technique is a sample determination technique used by some employees at the Eduardo Ximenes Baucau Regional Hospital. Technique analysis data which used in study. This is analysis regression linear multiple. Based on the results of classical assumption tests carried out through normality, multicollinearity and heteroscedasticity states that all variables used do not violate the conditions which determined. Meanwhile according to results test appropriateness model, regression used in this research is suitable for use. Based on the results of hypothesis testing, it shows that variable style leadership , training and work motivation are influential significant to performance employee.

KEYWORDS: leadership style, training, and work motivation

I. INTRODUCTION

Human resource management is a part of management that focuses its attention on regulating the role of human resources in the activities of an organization (Yuniarsih and Suwatno, 2016: 1). Because of the role of human resources in implementing and achieving organizational goals, it is necessary to have human resource management which must pay attention to aspects of staffing, training, development and motivation. Therefore, the task of human resource management is to manage the human element well in order to obtain a workforce that is satisfied with his work.

resources aspect is the most important thing to pay attention to in an organization or agency, because the success or failure of an organization or agency really depends on the management of human resources. Human resources are the only ones who have reason, feelings, desires, skills, knowledge, motivation and work (ratio, feeling and intention). All of these potential human resources influence the organization's efforts to achieve its

goals. Suhardi (2013:16), understanding human management in organizations does not only place them in the position of company assets, it is the same as respecting humans as equal to other assets, namely man, machines, methods, materials.

Likewise, what happens between superiors and subordinates can cause employees to be happy or unhappy working there. So in an organization, people are one of the most important aspects. Without human roles, organizations will not run. Because humans are the driving force and determinant of the running of an organization. Therefore, organizations should provide positive direction to achieve organizational goals. One of the organization's efforts to realize organizational goals is by having employees who have good performance. In the current era of globalization, the main focus of organizations lies on resources human resources.

The ability of an organization to develop is very dependent on ability source Power man, Because source Power human Which can carry out tasks something organization in framework Work Which directed (Salma, 2016). Source Power man is capital non material And non financial in organization Which nature, absolute Because is assets main organization. Therefore, human resources are no longer a burden but are an absolute thing that needs attention in development something organization (Mukmin & Prasetyo, 2021). Likewise, performance is a translation of performance which means the results of the work of a worker, a management process or an organization as a whole, where the results of the work must be able to be shown in concrete and measurable evidence . Besides that Performance is real behavior displayed by each person as a work achievement produced by employees according to their role in the organization (Rivai & Sagala, 2019). Every employee is required to be able to provide the best of his ability for the progress of the organization in which he lives.

The organization will always try to achieve its goals well, for this reason it is necessary to have a leadership style applied by the leadership because leadership style is a trait, habit, temperament, character and personality that differentiates leadership in interacting with other people (According to Kartono, 2018:31).

II. LITERATURE REVIEW

A. Leadership Style

Leadership style is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders, according to Fahmi (2016: 122). Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. According to Timple (2018:65), leadership is a process of social influence where leaders seek voluntary participation from employees in achieving organizational goals. Boone & Kurt, (2017: 85), stated that leadership is the act of motivating other people or causing other people to carry out certain tasks with the aim of achieving specific goals. According to Robbins (2016: 83), leadership is the ability to influence a group towards achieving its goals. Martinis & Maisah (2017:74), leadership is a process of influence carried out by someone in managing members of their group to achieve goals.

Tampubolon (2017), stated that leadership style is behavior and strategy, and is the result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. According to Mamik (2013: 88), the style used by someone to influence, organize and coordinate subordinates in order to achieve good company goals. To measure leadership style, namely orientation towards; task orientation, relationship orientation and power orientation. According to (Kartono, 2018:31) leadership style is the traits, habits, temperament, character and personality that distinguish leadership in interacting with other people, the ability to influence other people to be willing to work together to achieve the goals that have been set by means of various activities that will carried out, determined jointly by the leader and subordinates.

B. Training

Training is an activity to improve employee abilities by increasing knowledge and operational skills in carrying out a job. It can also be said that training is a process of developing understanding and knowledge of a group of facts, rules and methods that are organized by prioritizing the development of honesty and operational skills. According to Roger and Caple (2019), training is a systematic and planned effort to change or develop knowledge, skills and attitudes through learning experiences in order to increase the effectiveness of performance or various activities. According to Widodo (2016: 82) training is a series of individual activities in systematically improve skills and knowledge so that they are able to have professional performance in their field. According to Rivaidan Sagala (2016:212) training is a process of systematically changing employee behavior to achieve organizational goals. According to Rachmawati (2008:110) training is an environmental forum for employees, where they acquire or learn attitudes, abilities, skills, knowledge and behavior specifically related to work.

C. Work Motivation

Motivation is a behavioral activity that works in an effort to fulfill desired needs, goals, motivation is closely related to job satisfaction and performance. According to Robbins and Couter (2020), motivation is the willingness to exercise high levels of effort to achieve organizational goals which are conditioned by the ability of the effort to meet certain individual needs. Vroom (2020) states that motivation refers to a process of influencing individual choices regarding various forms of desired activities. Thus, motivation can be interpreted as a psychological state and human mental attitude that provides energy, encourages activities, directs, stimulates, or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. According to Siagian (2020: 126) defines work motivation as the driving force for someone to contribute as much as possible to the success of the organization in achieving its goals, with the understanding that achieving organizational goals means also achieving the personal goals of the members of the organization concerned.

Meanwhile, according to Hasibuan (2018:97), work motivation is the provision of driving force that creates a person's enthusiasm, so that they want to work together, work effectively and are integrated with all their efforts to achieve goals. Meanwhile, according to Kreitner & Kinick (2015), work motivation is a psychological process that is displayed through behavior. According to Wood et.al. (2021) states that work motivation describes an

individual's strength which explains the level, direction and effort carried out. Meanwhile, according to Robbins (2020: 208) motivation is a willingness to exert a high level of effort for organizational goals. which is conditioned by the ability of the effort to meet some individual needs. According to Robbins (2018:200) motivation is encouragement from within or outside oneself that makes people act in a certain way to achieve the desired goals. Motivation can arise due to various physical or spiritual needs, such as emotions or an idea. Motivation is realized by employees through their actions and attitudes in the work environment

D. Employee Performance

Hasibuan (2011:34) Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, sincerity and time. According to Fahmi (2018: 127), performance is the result obtained by an organization , whether the organization is profit oriented or non-profit oriented, which is produced over a certain period of time. Meanwhile, according to (Rivai & Sagala, 2019), performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the organization. (Methis & Jackson , 2019), states that performance is basically what employees do or do not do in carrying out their work. According to Harsuko (2019), what is meant by performance is the extent to which a person has played a role in implementing the organization's strategy, either in achieving specific targets related to the individual's role or by demonstrating competencies that are stated to be relevant to the organization.

III. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS

Employee performance is the variable that is the focus of this research. This is based on a phenomenon related to less than optimal performance at the Eduardo Ximenes Regional Hospital, Baucau Timor Leste. To provide a clear direction for this empirical research, it is necessary to build a hypothesis from literature review, literature and previous research results.

Sugiyono (2017:60) suggests that a thinking framework is a conceptual model of how theory relates to various factors that have been identified as important problems with variables.

Performance variables can be influenced by three variables: Leadership style, training and motivation because performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, sincerity and time. Previous research conducted by Efendi (2020), leadership style has a positive and significant effect on employee performance, which is supported by researchers Hasyim, (2022), Batubara (2020), and (Erri & Asymar (2021).

Hanafi (2021), that training has a positive and significant effect on employee performance at the Pringsewu Regency Education and Culture Service & Yulianti, (2015) that the training variable has a significant effect on employee performance at the Grand Fatma Hotel in Tenggara.

(Umar&Norawati, (2022), that work motivation has a significant influence on employee performance at UPT Sungai Duku Port Pekanbaru and (Siregar & Ritonga 2022), that there is a significant influence between Work Motivation on Employee Performance.

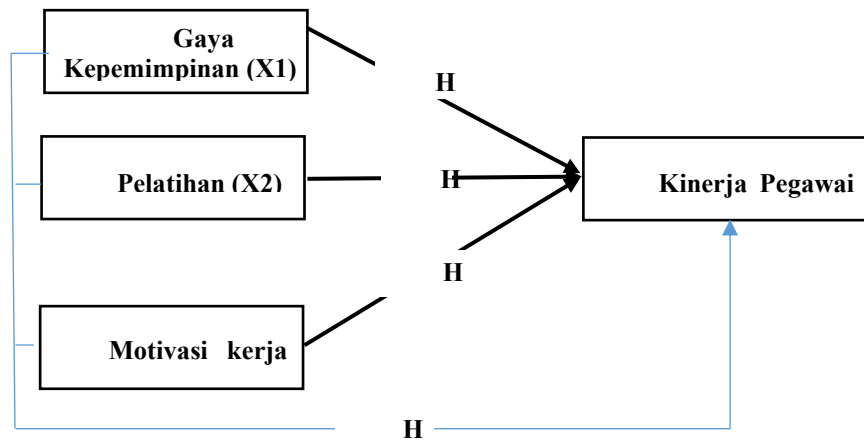


Figure 1. Conceptual Framework

A. Research Hypothesis

H1: Leadership style has a positive and significant effect on employee performance. H2: Training has a positive and significant effect on employee performance.

H3: Motivation has a positive and significant effect on employee work performance.

H4: Leadership style, training and work motivation have a positive and significant effect on employee performance.

IV. RESEARCH METHODOLOGY

A. Types of Research and Population

Quantitative data research , namely through a questionnaire which is secondary data from a measurement scale, namely a Likert scale, that can be analyzed. Sugiyono (2017:80) states that population is a generalized area consisting of objects/ subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. The population in this study was half of the employees who worked at the Eduardo Ximenes Regional Hospital, Baucau Timor-Leste, totaling 66 person.

B. Sampling Technique

Retrieval technique _ Sample, Sugiyono (2017:81), Sample is part of the number and characteristics of the population. Suharsimi Arikunto, (2010:109). The sample is a part or representative of the population to be studied.

The sample size in this study was determined based on the Slovin formula with an error of 10%. Slovin Yusuf's formula, (2014:170) is as follows :

$$n = \frac{N}{1 + (N \cdot e^2)}$$

Information :

n = number of samples

N = total population

e = precision / error

Based on this formula, the research sample size is:

$$n = \frac{66}{1 + (66(10\%)^2)}$$

$$n = \frac{193}{1 + (100(0,1)^2)}$$

$$n = \frac{66}{$$

$$1 + (100 \times 0.01)$$

$$= \frac{66}{$$

$$2.93$$

$$= 65.87$$

$$= 66 \text{ Samples}$$

C. Data Collection Technique

The data collection technique used in this research is data obtained directly from the data source, in this case the Baucau regional hospital. The data sources used in the research are as follows: Through observation, namely before the researcher conducts research, the author makes observations or observations to find out the information needed in this research, through interviews, namely interviews conducted with competent or authorized parties to provide information. or information as required by the researchers and through a questionnaire, namely the researcher uses a written list of questions which are given to the respondent to be answered according to the alternative answers available or a data collection method by giving a set of questions or written statements to the respondent to be given according to the user request.

D. Study Variables

1) *Style of Leadership*

Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which is often applied by a leader when he tries to influence the performance of his subordinates. with indicators of decision making, communication, controlling subordinates and responsibility (Tampubolon, 2017).

2) *Training*

Training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their field with indicators of the quality of instructors, training participants, quality of materials, quality of methods, training objectives and facilities and facilities (Widodo 2016: 82).

3) *Motivation of Work*

Work motivation is a driving force for someone to contribute as much as possible to the success of the organization in achieving its goals, with the understanding that achieving organizational goals means also achieving the personal goals of the members of the organization concerned with the indicators of providing bonuses, salaries, security, old age security . , social opportunities, relationships with other colleagues, relationships between superiors and subordinates, awards , position, career advancement (Siagian 2020:126).

4) *Performance of Employee*

Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, sincerity and time. with indicators of work quality, quantity, timeliness, effectiveness, independence (Hasibuan (2011:34).

E. Descriptive statistical analysis

Ghozali, (2016) a descriptive statistical analysis aims to collect, process and analyze data so that it can be presented in a better display. Descriptive statistics is a method for describing and providing an overview of the frequency distribution of variables in a study. The data processing and analysis process uses the SPSS program application. Descriptive analysis is used by compiling a distribution frequency table to find out whether the level of score obtained for the research variables falls into the categories: strongly disagree, disagree, neutral, agree and strongly agree. Step in analyzing the data in this research is to calculate the scores for each question item, then these scores can be added up to get a total score. Umar (2006:225) calculates the score for each component studied by multiplying all the data frequencies. If the sample size is 66 people then to calculate the score use the following formula:

$$RS = \frac{n(m-1)}{m}$$

Where :

RS : Scale Range

n : Number of samples

m : Number of alternative answer items

F. Test Validity and Test Reliability

1) *Test Validity*

Validity Test is useful for measuring whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something to be measured. Riduwan & Sunarto (2013:348) validity is a measure that shows the level of validity or authenticity of an instrument Ghozali (2016:52).

2) *Test Reliability*

Reliability testing is a tool for measuring a questionnaire which is an indicator of the research variables used which are reliable and will produce consistent data from time to time (Riduwan & Sunarto, 2013:348).

3) *Analysis Regression Linear Multiple*

Linear regression statistical techniques Multiple is intended to predict how much influence employee performance will have as the dependent variable, if the values of the leadership style, training and performance motivation variables as independent variables are changed using a regression equation model. In this research, multiple linear regression testing was carried out with the help of the SPSS version 26 (Statistical Package For Service Solutions) program.

G. Hypothesis test

To obtain the best multiple regression, the proposed regression model needs to be tested as follows:

1) *Simultaneous Test (F- test)*

The test criteria used are comparing the significance level F with = 5% Significance testing rules:

(a) If the significant value $f < 0.05$ then, H1, H2, H3 and H4 are accepted

(significant).

(b) If the significant value of $f > 0.05$ then, H1, H2, H3 and H4 are rejected

(not significant).

2) *Partial Test (T- test)*

The T-test basically shows how far the influence of an independent variable individually is in explaining variations in the independent variable Ghozali (2011:98). In this study, we used the t-test to test the independent variables one by one whether or not they had an influence on the dependent variable Y.

Determine the real level (level of significance) of 0.05 or 5%. Significance testing rules:

If the significant value of the t-test is < 0.05 then, H1, H2, H3 and H4 are accepted (significant).

If the significant value of the t-test is > 0.05 then, H1, H2, H3 and H4 are rejected (not significant).

H. Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the extent of the model's ability to explain variations in the dependent variable (Ghozali, 2016:95). The R^2 value has an interval of 0 to 1 ($0 \leq R^2 \leq 1$). The greater R^2 (closer to 1), the better the f-test formula, the regression model and the closer it is to 0, the more independent variables overall cannot explain the dependent variable. A small R^2 value means that the variable's ability to calculate the dependent variable is very limited (Ghozali, 2016: 95).

V. ANALYSIS RESULTS AND DISCUSSION

A. Validity Test

The validity test is useful for measuring validity, so a significance test is carried out by comparing the calculated r-table with the r-table for degree of freedom (df) = n-2. In this case, the df value can be calculated as 66-2 or df=64 with alpha 0.05 ($\alpha = 5\%$), the r-table obtained is 0.2423. If r-count is greater than r-table (r-count $>$ r-table) and the r value is positive, then the question item can be said to be valid, and vice versa if (r-count $<$ r-table) then the question is invalid. The results of the analysis can be seen in the following table:

Table 1. Validity Testing

Variable	Statement	Rcount	Table	Note
Leadership Style (X1)	X1.1	0.818	0.2423	Valid
	X1.2	0.874	0.2423	Valid
	X1.3	0.812	0.2423	Valid
	X1.4	0.788	0.2423	valid
	X1.5	0.791	0.2423	Valid
Training (X2)	X2.1	0.700	0,2423	Valid
	X2.2	0.717	0,2423	Valid
	X2.3	0.744	0,2423	Valid
	X2.4	0.833	0,2423	valid
	X2.5	0.814	0,2423	valid
	X2.6	0.786	0,2423	valid
	X2.7	0.827	0,2423	valid
	X2.8	0.743	0,2423	Valid
	X3.1	0.492	0.2423	Valid

Motivation Work (X3)	X3.2	0.791	0.2423	Valid
	X3.3	0.847	0.2423	Valid
	X3.4	0.753	0.2423	Valid
	X3.5	0.845	0.2423	valid
	X3.6	0.788	0.2423	valid
	X3.7	0.818	0.2423	valid
	X3.8	0.717	0.2423	valid
	X3.9	0.764	0.2423	valid
	X3.10	0.767	0.2423	valid
	X3.11	0.710	0.2423	valid
	X3.12	0.784	0.2423	valid
	X3.13	0.659	0.2423	valid
	X3.14	0.771	0.2423	valid
	Variable	Statement	Rhitung	Table
Work performance (Y)	Y1.1	0.764	0.2423	Valid
	Y1.2	0.780	0.2423	Valid
	Y1.3	0.799	0.2423	Valid
	Y1.4	0.749	0.2423	valid
	Y1.5	0.606	0.2423	valid
	Y1.6	0.765	0.2423	valid
	Y1.7	0.704	0.2423	valid
	Y1.8	0.652	0.2423	valid

Source: Results of SPSS version 26 in 2023

B. Test Reliability

Reliability testing is actually a tool for measuring a variable that is used that is completely free from error so as to produce consistent results. Umar , 2006, a construct or variable is said to be reliable if it gives a *Cronbach Alpha value* > 0.60. To test the reliability of the instrument, use SPSS version 26 analysis. The results of the reliability testing can be seen in the following table:

Table 2. Reliability Statistics

Variable	Cronbach's Alpha	N of Items	Note
Leadership Style	0.874	5	Reliable
Training	0.904	8	Reliable

Work motivation	0.936	14	Reliable
Work performance	0.894	8	Reliable

Source: Results of SPSS Version 26 in 2023

C. Test Assumption Classic

The classical assumption test carried out in this research aims to test whether the data used in this research fulfills the classical assumptions, namely that the data is normally distributed, there are no symptoms of multicornelity and there are no symptoms of heteroscedasticity. The classic assumption test includes:

1) Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The normality test method that can be used to test residual normality is Kolmogorov-Sminov (KS). To find out, you can look at the table as follows:

Table 3. One-Sample Kolmogorov-Smirnov Test

Unstandardized Residuals		
N		66
Normal Parameters ^{a, b}	Mean	0
	Std. Deviation	3.90917106
Most Extreme Differences	Absolute	0.078
	Positive	0.078
	Negative	0.047
Statistical Tests		0.078
Asymp. Sig. (2-tailed)		200 ^{c,d}

Based on the SPSS output table above, it is known that the value is significant Asymp.Sig. (2-tailed) is 0.200 which is greater than 0.05. So in accordance with the basis for decision making in the Kolmogorov-Smirnov normality test above, it can be concluded that the distribution is normal. Thus, the assumptions or requirements in the regression model have been fulfilled.

2) Test Multicollinearity

The multicollinearity test aims to test whether in the regression model a correlation is found between the independent variables. A good regression model should be a regression model where there is no correlation between the independent variables, Ghozali, (2016: 50). To determine the existence of multicollinearity in the regression model, it can be seen from the Variance Inflation Factor (VIF) value as follows:

Table 4. Multicollinearity Testing

Coefficients ^a								
Model				Standardized Coefficients	t	Sig.	Collinearity Statistics	
				Beta			Tolerance	VIF
1	(Constant)	16,572	3,741		4.43	0		
	Leadership Style	1,185	0.314	0.879	3,767	0	0.176	5.69
	Training	0.757	0.242	0.699	3,131	0.003	0.192	5,203
	Work motivation	0.203	0.062	0.377	3.28	0.002	0.725	1,379

Source: 2023 SPSS Version 26 Processing results

Table 4 above shows that the multicollinearity test on the leadership style, training, motivation and performance variables has a tolerance value greater than 0.10 and VIF has a value less than 10.00, so it can be said that the data does not experience multicollinearity.

3) Test Heteroscedasticity

The heteroscedasticity test aims to test whether all the independent variables included in the model have a dependent effect on the unequal variances of the residuals or other observations. There are several ways to determine whether there is heteroscedasticity in the regression model, but in this study the Glejser test was used.

The heteroscedasticity test can be seen in Table 5 as follows:

Table 5. Heteroscedasticity Testing

Coefficients ^a						
Model				Standardized Coefficients	Q	Sig.
				Beta		
1	(Constant)	5,360	2,311		2,320	0.024
	Leadership Style	0.160	0.194	0.245	0.826	0.412
	Training	0.206	0.149	0.391	1,378	0.173
	Work motivation	0.009	0.038	0.036	0.247	0.806
a. Dependent Variable: Abs_Rel						

Source: Results of SPSS Version 26 in 2023

Based on Table 5, it shows that this test uses the Glejser test method whose value is seen from t-sig. If the leadership style, training, motivation and performance variables have a sig value greater than 0.05, it can be said that the data does not have heteroscedasticity.

D. Analysis Coefficient Determination (R^2)

The coefficient of determination (R^2) measures the extent of the model's ability to explain variations in the dependent variable (Ghozali, 2016:95). The R^2 value has an interval of 0 to 1 ($0 \leq R^2 \leq 1$). The greater R^2 (closer to 1), the better the f-test formula, the regression model and the closer it is to 0, the more independent variables overall cannot explain the dependent variable. A small R^2 value means that the variable's ability to calculate the dependent variable is very limited (Ghozali, 2016: 95).

E. Test Hypothesis

Hypothesis testing is used to determine whether there is or not the influence between independent variables on the dependent variable, meanwhile results Hypothesis test is as following:

1) Test significance Partial (T - t test)

Test statistics - t on basically show how much For variable explanatory/independent in a way individual unexplained variation of the dependent variable.

Table 6. Test significance Partial (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,572	3,741		4,430	0,000
	X1	1,185	0.314	0.879	3,767	0,000
	X2	0.757	0.242	0.699	3,131	0.003
	X3	0.203	0.062	0.377	3,280	0.002
a. Dependent Variable: Y						

Source: 2023 SPSS 26 processing results

Based on the t-test results above, the magnitude of the influence can be seen each _ variable independent in a way Partial (individual) to the dependent variable is discussed as following :

2) Influence Style Leadership To Performance Employee

From the t-test results in table 5.18, it is known that the significant value for influence variable Style Leadership (X_1) to performance employee (Y) yes $0,000 < 0.05$ and $\text{calculated t-value } 3,767 > \text{t-table } 1.67$. So it can be concluded that H_0 is rejected and H_a accepted, means that variable free style leadership influential significant to performance employee at Eduardo Ximenes Regional Hospital , Baucau. The results of this research are in line with research conducted by Erri, & Asymar, (2021) that leadership style on employee performance at PT.Melzer Global Sejahtera has a strong influence.

3) Influence Training To Performance Employee

From the t-test results in table 5.18, it is known that the significant value for influence variable Training (X_2) to performance employee (Y) is $0.003 < 0.05$ and the calculated t-value is $3.131 < t_{table} 1.67$. So it can be concluded that H_0 is rejected and H_a accepted, means that variable free influential training significant to performance employee at the Eduardo Ximenes Regional Hospital, Baucau. The results of this research are in line with research conducted by Hanafi, (2021) that training has a positive and significant effect on employee performance at the Pringsewu Regency Education and Culture Service.

4) Influence Motivation Work On Performance employee

From the t-test results in table 5.18, it is known that the significant value for influence variable Work motivation (X_3) to performance employee (Y) is $0.002 < 0.05$ and calculated t value $3,280 > t_{table} 1.67$. So it can be concluded that H_0 is rejected and H_a accepted, means that variable motivation free (X_3) influential significant to performance employee at Eduardo Ximenes Regional Hospital, Baucau. The results of this research are in line with research conducted by Umar & Norawati, (2022), that motivation has a significant effect on employee performance at the UPT Sungai Duku Port, Pekanbaru.

VI. CONCLUSION AND SUGGESTION

A. Conclusion

Based on research results, so conclusion Which can taken in study This is as following: (1) Style leadership influential positive to employee performance at the Eduardo Ximenes Baucau Regional Hospital, so it can be said that the leadership style given to employees at the Eduardo Ximenes Baucau Regional Hospital has been improved And be delivered with Good, so employee performance will increase as well. (2) Training has a positive effect on employee performance, so that can said if training Which given to employees at the Eduardo Ximenes Baucau Regional Hospital improved And given in a way Good And Correct, so Employee performance will increase as well. (3) Work motivation has a positive effect on employee performance, so it can be said that if the motivational abilities provided at the Eduardo Ximenes Baucau Regional Hospital are improved, then employee performance will increase also.

B. Suggestion

Based on research results And conclusion Which has been taken then suggestions Which submitted Which related with study This is: (1) In frame increase employee performance increases, Eduardo Ximenes Baucau Regional Hospital should pay more attention to style leadership and training applied to employees and also pay attention in providing work motivation because of the results of leadership style research, training and work motivation has a positive effect on employee performance. (2) For further researchers who will research the same problem, it is best to add variables other variables that can influence employee satisfaction so that research results can be obtained more complete.

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