

Motivation as an Intervening Variable of Training on Employee Performance

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Abstract

This study examined the relationship between training (X) and employee performance (Y) at the North Sumatra Provincial DPRD Secretariat through motivation (Z) directly and indirectly. From 107 people, the Slovin algorithm selected 52 government employees as a representative sample. The sampling approach was purposive. A 2022 study was undertaken. Respondent questionnaires provided primary data. Path analysis was performed on SPSS 24.0-processed quantitative data. The Standardised Coefficients Beta Training value of 0.900 with a significance level of 0.000 suggests that training directly and significantly affects motivation, according to route analysis. Training increases worker productivity significantly, as shown by the standardised coefficients beta training value of 0.931 and a significance level of 0.000. Motivation directly improves employee performance, with a standardised coefficients beta training value of 0.942 and a significance level of 0.000. The route analysis also demonstrates that motivation cannot mediate the indirect effect of training on employee performance. Motivational training has a smaller indirect effect on employee performance (0.848) than direct training (0.931).

Keywords: Motivation, Employee Performance.

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Introduction

Robbins asserts that the interaction between intrinsic drive and skills determines how well an organisation performs. Job criteria are necessary for task completion. When employees do an excellent job, meeting or exceeding company expectations, the business will benefit from new goals and increased efficiency. In such cases, the business should do whatever it can to inspire its workers to continue to perform exceptionally well. (Cahyan & Haziroh, 2024; Robbins, 2016)..

The factors that affect employee performance are stated by (Hariandja, 2018) are: 1) Individual competence 2) Job training 3) Organisational support 4) Work motivation 5) Management support. (Mangkunegara, 2017) states that training is a structured and time-limited method of providing technical expertise to non-management staff for specific goal-orientated tasks. Providing training is an activity that contains knowledge, skills and information that can provide new knowledge to employees which is expected to produce competitive and professional employees according to the company's wishes for maximum achievement. (Setiawan, 2019; Zendrato & Gurusinga, 2022)..

Afandi explains that by definition, intrinsic motivation is the desire that develops within a person as a result of internal influences such as positive reinforcement, encouragement, and inspiration to engage in behaviours that produce positive outcomes. Improving the morale and productivity of people or organisations so that they can achieve their goals is a common goal of motivational speech. Motivation can also make individuals or groups become more flexible in carrying out the assigned tasks. (Afandi, 2018; Hariyanto, 2024)..

In addition to providing training in supporting employee performance, motivation is also needed to support optimal performance results. Providing motivation is a driving factor for individuals or groups to carry out certain activities. This can be seen from the attitude of employees who are less motivated, for example, such as employees who are often absent and often late for work, and when doing tasks where there are still employees who are less enthusiastic in completing tasks so that employee work results are not optimal. According to (Afandi, 2018) indicators of motivation are 1) compensation 2) working conditions 3) work facilities 4) work achievement 5) recognition from superiors (Wakhyuni et al., 2018).

Literature Review

The Effect of Training on Motivation

Employees need to be knowledgeable about their jobs as training is a key component in improving their skills and knowledge to get the job done optimally. The impact of training on participants' work motivation can be felt. If they value the training, employees will work harder afterwards. (Hariandja, 2018) discusses the importance of a well-managed training programme for organisations to reach their full potential. However, human resources are the most valuable asset for any company in a highly competitive and ever-changing market. (Andika, 2018b; Erwin Dafis Nasution & Agatha Ayiek Sih Sayakti, 2022; Nababan et al., 22 C.E.; Prayogi & Salwa, 2021; Veritia & Alvita, 2022)..

H 1 : Training has a positive and significant effect on motivation at the Secretariat of the DPRD of North Sumatra Province.

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The Effect of Training on Employee Performance

As part of its efforts to maximise its own profits, a company may invest in training its employees so that they can perform at their best. (Mangkunegara, 2017) Employees below the managerial level acquire specific technical information and skills through training, which is a structured and time-limited educational process. (Erwin Dafis Nasution & Agatha Ayiek Sih Sayakti, 2022; Nababan et al., 22 C.E.; Veritia & Alvita, 2022).

H 2 : Training has a positive and significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province.

The Effect of Work Motivation on Employee Performance

What drives a person to act is their intrinsic drive or motivation. One way to inspire your subordinates to work tirelessly and contribute their full potential to achieve company goals is through motivational practices. (Afandi, 2018) What we mean by "motivation" is the inner drive that comes from being inspired, encouraged, and driven to do things with vigour and earnestness, with the hope of producing high and quality results. (Ahmad & Ansari, 2022; Andika, 2018a; Maha Putra, 2022; Nurhalim & Fahmy, 2021; Pardamean, 2021; Setiawan, 2018)..

H 3 : Motivation has a positive and significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province.

The Effect of Training on Employee Performance Mediated by Motivation

Workers who are motivated and pay attention in class will perform well. Training increases employee effectiveness and inspires them, making it an essential tool for any company serious about improving productivity. The relationship between the effect of training on employee motivation and performance is direct and causal. High quality training will ultimately result in high quality performance. (Pardamean, 2021).

H 4 : Motivation mediates the relationship between training and employee performance at the Secretariat of the DPRD of North Sumatra Province.

Research Methodology

This research is classified as associative research based on the level of explanation. The purpose of associative or causal research, which is often known as a causal relationship, is to determine whether one variable affects another variable (Rusiadi. & Hidayat, 2016). (Rusiadi. & Hidayat, 2016) This study collected data through questionnaires. The independent and dependent variables of the survey were evaluated using a Likert scale. Individuals and groups can rate social issues using a Likert scale, according to Sugiyono (Leksono, 2013). Likert created the Likert scale to assess how individuals or groups feel about certain social phenomena. At the Secretariat of the DPRD of North Sumatra Province, there are 107 government employees. Using the Slovin method with a 10% margin of error, 52 participants were sampled for this study.

Results

In order to assess the previously established causal relationships between variables, path analysis builds on multiple linear regression analysis. Unambiguous theoretical causal relationships between variables can be found through path analysis. The path and path coefficient are described for each p value, and the arrows indicate the relationship between the variables. The purpose of route analysis is to clarify the interactions between a number of variables by identifying causal relationships and effect variables resulting from these relationships. The following figure shows the path model used in this investigation:

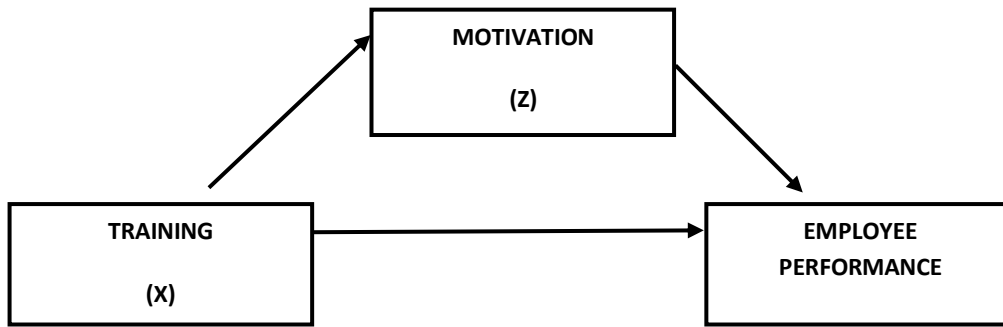


Figure 1. Research Pathway Model

It is suggested that Training (X) has a direct relationship with Motivation (Z) in the route model graph above. In addition, Training (X) has an indirect relationship with Employee Performance (Y) through Motivation (Z). To find the indirect effect of X on Y through Z, we multiply the beta value of X on Z by the beta value of Z on Y. Conversely, when X affects Y, the sum of the direct and indirect effects is what we call the total effect.

1. Direct Effect

1) Model Path I

The regression results of Training (X) on Motivation (Z) can be seen in the following table:

Table 1. Regression Results Table X against Z

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,386	2,950		2,504	0,016
	Training (X)	1,036	0,071	0,900	14,638	0,000

a. Dependent Variable: Motivation (Z)

Source: Results of Data Processing with SPSS Ver. 24

The table above shows that the direct effect of training (X) is 0.910 and the significance level is 0.000. Training (X) has a direct and positive influence on Motivation (Z) because the significance value is smaller than 0.05.

As shown in the table below, the findings of the determination test are used to determine the magnitude of the relationship between Training (X) and Motivation (Z):

Table 2. Magnitude of the Relationship between X and Z

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,910 ^a	0,811	0,807	3,55188

a. Predictors: (Constant), Training (X)

b. Dependent Variable: Motivation (Z)

Source: Results of Data Processing with SPSS Ver. 24

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The R squared figure in the table above shows how strong the relationship between Training (X) and Motivation (Z) is. With an R squared value of 0.811, we can say that Training (X) provides 81.1% of Motivation (Z). Training (X) and Motivation (Z) are very close to each other. The R value of 0.900, which is in the range of 0.8 to 0.99, indicates a strong correlation, which supports this idea. The graph below displays the results of the Path Model I study:

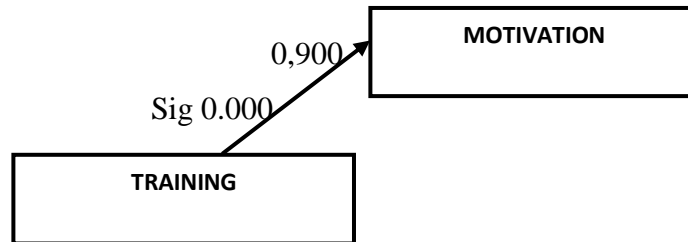


Figure 2. Model I Path Analysis Results

2) Model Path II

The regression results of Training (X) on Employee Performance (Y) can be seen in the following table:

Table 3. Regression Results Table X to Y

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,478	2,053		2,668	0,010
	Training (X)	0,890	0,049	0,931	18,071	0,000

a. Dependent Variable: Employee Performance (Y)

Source: Results of Data Processing with SPSS Ver. 24

The table above shows that training (X) has a direct effect of 0.931 with a significance level of 0.000. This p value is below 0.05, which indicates that Training (X) has a significant effect on Employee Performance (Y).

The following table displays the results of the determination test, which provides insight into the strength of the relationship between Training (X) and Employee Performance (Y):

Table 4. Magnitude of the Relationship between X and Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,931 ^a	0,867	0,865	2,47184

a. Predictors: (Constant), Training (X)

b. Dependent Variable: Employee Performance (Y)

Source: Results of Data Processing with SPSS Ver. 24

R squared is a statistical measure of the strength of the relationship between two variables in a table; in this case, training and employee performance. Training (X) accounts for or contributes 86.7% to Employee Performance (Y), as seen from the R squared value of 0.867. Training (X) and Employee Performance (Y) are strongly related. The fact that the R value is in the range of 0.8 to 0.99, indicating a very close relationship, lends credence to this notion. The following figure displays the findings of the Path Model II investigation:

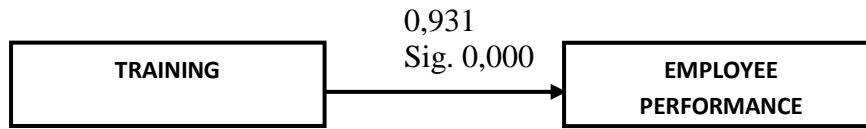


Figure 3. Model II Path Analysis Results

3) Pathway Model III

The regression results of Motivation (Z) on Employee Performance (Y) can be seen in the following table:

Table 5. Regression Results of Z on Y

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,943	1,988		1,480	0,145
	Motivation (Z)	0,783	0,039	0,942	19,924	0,000

a. Dependent Variable: Employee Performance (Y)

Source: Results of Data Processing with SPSS Ver. 24

With a p value of 0.000, the direct effect of motivation (Z) is 0.942. Employee Performance (Y) is positively and significantly influenced by Motivation (Z) because this significance value is less than 0.05.

The following table displays the results of the determination test, which provides information about the strength of the relationship between Employee Performance (Y) and Motivation (Z).

Table 6. Magnitude of the Relationship between Z and Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,942 ^a	0,888	0,886	2,26882

a. Predictors: (Constant), Motivation (Z)

b. Dependent Variable: Employee Performance (Y)

Source: Results of Data Processing with SPSS Ver. 24

R squared is a measure of the strength of the relationship between the two variables in the table; in this case, employee performance (Y) and motivation (Z). The correlation coefficient between Motivation (Z) and Employee Performance (Y) is 0.888, which indicates

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that Z contributes or accounts for 88.8% to Y. Motivation (Z) and Employee Performance (Y) are strongly related. With an R value of 0.942, which is within the range of 0.8 to 0.99, we can see that the two variables are highly related. This figure displays the results of the Path Model III analysis:

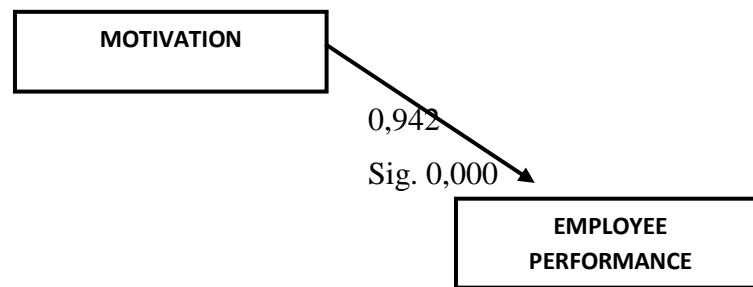


Figure 4. Model III Path Analysis Results

2. Indirect Effect

The following figures for the direct effects in the research model are based on the findings of the direct effect analyses in path models I, II, and III:

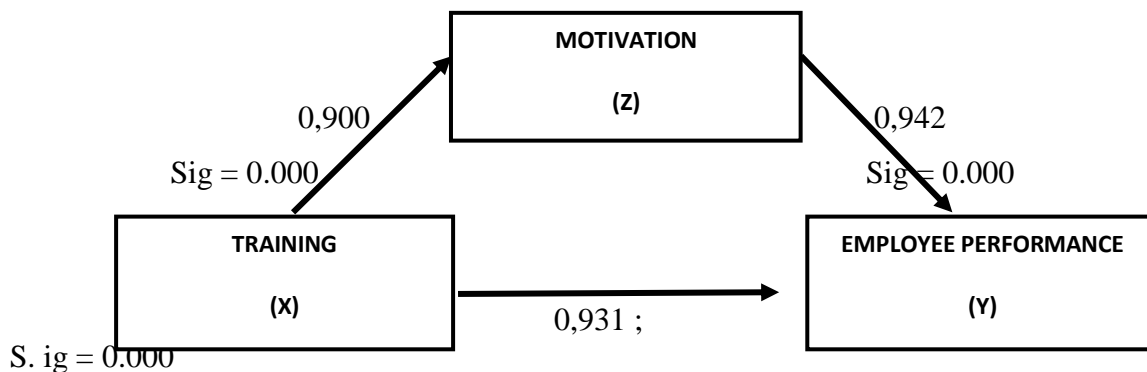


Figure 5. Results of Direct Effect Analysis

1) Indirect Effect of X on Y

This equation calculates the indirect effect of training on employee performance: $pyX Y = (pzX X) * (pyz Z)$, Based on this equation, it is obtained:

$$pyX Y = (pzX X) * (pyz Z)$$

$$pyX Y = (0.900) * (0.942)$$

$$pyX Y = 0.848$$

Therefore, Training (X) has an indirect effect of 0.848 on Employee Performance (Y) through Motivation (X). The equation can be used to calculate the overall effect of training on employee performance through motivation:

$$\text{Total X to Y} = \text{Direct effect} + \text{Indirect effect}$$

$$\text{Total X to Y} = 0.931 + 0.848$$

$$\text{Total X to Y} = 1,779$$

Thus, Training (X) has a total impact of 1.779 on Employee Performance (Y). The calculation shows 0.931 direct effect and 0.848 indirect effect. Since Training (X) affects Employee Performance (Y) more directly than Motivation (Z), there is no significant indirect effect.

Discussion

To determine whether the previously stated hypotheses are correct, we will discuss them based on the findings of the experiments that have been conducted. This section discusses the given hypotheses and their respective discussions:

1. Hypothesis H₁

A number of hypotheses and other studies lead researchers to formulate Hypothesis H₁ which states that: "Training has a positive and significant effect on motivation at the Secretariat of the DPRD of North Sumatra Province".

A standardised beta coefficient of 0.900 and a significance level of 0.000 were found in the path analysis of the effect of training on the motivation variable Z. Since the Standardised Beta Coefficient value is positive, and since the significance value of 0.000 is less than 0.05, it can be concluded that training does have a considerable influence. So, use H_a and ignore H_o. Training (X) at the Secretariat of the DPRD of North Sumatra Province has a positive and significant effect on employee work motivation (Z). The findings of this study support the validity of the null hypothesis (H₁).

Sutrisno (2016:116) argues that job training is one of the elements that influence employee work motivation, and the findings of this study are in line with this idea. This study confirms the results of Nurhalim and Fahmy's (2021) research which states that training can increase employee work motivation.

This study examines whether training at the North Sumatra Provincial Parliament Secretariat can increase work motivation and the results are favourable. The extent to which training at the North Sumatra Provincial DPRD Secretariat has a positive and statistically significant influence on motivation is one of the research questions that this study helps to answer. We now know how to increase workers' intrinsic motivation through workplace training.

Workers need to be proficient in all aspects of their jobs, and training is a key component in helping them become more capable and effective in their roles. Participants' perceptions of training can potentially affect their motivation to work after receiving it. Workers will be more motivated to work harder after receiving training if they feel it will benefit them.

2. Hypothesis H₂

Researchers developed Hypothesis H₂, based on beliefs and past research, that: "Training has a positive and significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province".

Path analysis shows the effect of training (X) on employee performance (Y) of 0.931 with a significance level of 0.000. Because the Standardised Coefficients Beta value is positive and the significance value of 0.000 is smaller than 0.05, training has a big influence. So avoid H_o and use H_a. The results showed that Training (X) can improve the performance of employees of the Secretariat of the DPRD of North Sumatra Province. This research supports the null hypothesis (H₂).

According to Hariandja's theory (2018: 10) job training can improve employee performance. This research supports this opinion. Job training greatly affects employee performance, according to this research and previous research by Prayogi, Farisi, & Salwa (2021), Nasution & Sayakti (2022), and Veritia & Alvita (2022).

The results of this study are in line with one of its objectives: to determine and assess the impact of training on employee performance at the Secretariat of the DPRD of North Sumatra

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Province. This objective was successfully achieved. In addition to answering one of the research questions posed by the author, the results of this study provide evidence that training does indeed improve worker productivity at the Secretariat of the North Sumatra Provincial Legislative Assembly. The question of how to improve workplace productivity by educating workers has thus been answered.

Workers need to master all aspects of their jobs, and training is a key component in helping them become more capable and effective in their roles. One of the ways businesses try to help their employees do their jobs better so that the business can benefit the most is through training. Employees with adequate knowledge and skills for the completion of their tasks and responsibilities will perform much better as they are able to complete their tasks and overcome problems that arise more easily.

3. Hypothesis H₃

Based on the hypothesis and previous research, Hypothesis H₃ states that: "Motivation directly has a positive and significant effect on Employee Performance at the Secretariat of the DPRD of North Sumatra Province".

The route analysis yielded a statistically significant beta value of 0.942 for the relationship between motivation (Z) and employee performance (Y). The positive standardised coefficient beta value and significance level of 0.000 which is less than 0.05 indicate that motivation has a positive and significant influence. So, use H_a and ignore H_o. Thus, the Secretariat of the DPRD of North Sumatra Province is an organisation whose employee performance is positively and significantly influenced by motivation (Z). Based on the results of this study, the third hypothesis (H₃) is valid and supported.

Mangkunegara (2017: 67) argues that employee motivation is one of the elements that affect employee performance, therefore this makes sense. Employee motivation significantly and positively affects performance, according to the findings of this study, which is consistent with the findings of Zainudin & Ansari (2022), Zendrato & Gurusinga (2022), and Pratama et al. (2022).

The findings of this study are in line with one of its objectives, which was to determine and assess the impact of training on employee performance at the Secretariat of the DPRD of North Sumatra Province. This objective was successfully achieved. In addition to answering one of the research questions posed by the author, the findings provide evidence that training can indeed improve employee productivity at the North Sumatra Provincial Parliament Secretariat. Thus, the question of how to improve workplace productivity through employee education has been answered.

A person's motivation can be interpreted as a drive from within a person to work. Keeping subordinates excited at work and ready to give their best in achieving organisational goals is the essence of motivation. Employees who have high motivation to work well will work hard to improve their performance every day. In addition, employees will strive to achieve their motivation by showing outstanding performance.

4. Hypothesis H₄

Researchers proposed Hypothesis H₄, based on theory and previous research: "Motivation mediates the relationship between training and employee performance at the Secretariat of the DPRD of North Sumatra Province".

Training has a direct effect of 0.931 on employee performance, while path analysis shows that motivation has an indirect effect of 0.848 on employee performance through

training. Thus, H4 is rejected (not accepted) because the indirect effect is smaller than the direct effect, which indicates that the motivation variable (Z) does not mediate the effect of training (X) on performance (Y).

This suggests that on-the-job training directly affects employee performance more than agency training which indirectly affects motivation and performance. Thus, training improves performance more than motivation.

Employee performance at the North Sumatra Provincial Parliament Secretariat is not significantly affected by training indirectly through motivation, according to path analysis. Therefore, motivation cannot mediate the relationship between training and employee performance at this location. Based on the results of this study, the null hypothesis (H4) cannot be accepted. One of the objectives of this study was to determine whether the relationship between training and performance at the North Sumatra Provincial DPRD Secretariat is mediated by motivation. The results show that this is indeed the case. The results of this study have also successfully answered one of the problem formulations in this study, namely: whether motivation mediates the relationship between training and performance at the Secretariat of the DPRD of North Sumatra Province. So that how to improve employee performance through job training has been answered.

Conclusion

Based on the test results and data analysis that has been done, the following conclusions can be drawn in this study:

1. Training directly has a positive and significant effect on employee work motivation at the Secretariat of the DPRD of North Sumatra Province with a Standardised Coefficients Beta value of 0.900 and significant at 0.000.
2. Training directly has a positive and significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province with a Standardised Coefficients Beta value of 0.931 and significant at 0.000.
3. Motivation directly has a positive and significant effect on Employee Performance at the Secretariat of the DPRD of North Sumatra Province with a Standardised Coefficients Beta value of 0.942 and significant at 0.000.
4. Training indirectly through work motivation has no significant effect on employee performance at the Secretariat of the DPRD of North Sumatra Province with the indirect effect of training on employee performance through motivation of 0.848 which is smaller than the direct effect of 0.931.

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