

The Influence of Leadership, Individual Abilities and Training on Employee Performance (Study at the North Sumatra Provincial DPMPTSP Office)

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Abstract

This study aims to analyze the influence of leadership, individual abilities, and training on employee performance at the Investment and One-Stop Integrated Services Office (DPMPTSP) of North Sumatra Province. This study uses a quantitative method with a multiple linear regression analysis model to test the relationship between independent and dependent variables. The hypothesis tested in this study is that leadership, individual abilities, and training have a significant effect on employee performance. The research sample consisted of 86 Civil Servants working at the DPMPTSP of North Sumatra Province. The results showed that leadership, individual abilities, and training had a positive and significant effect on employee performance, respectively, with coefficient values of 0.351, 0.374, and 0.320, respectively. Statistical tests showed that the three independent variables had a T-statistical value of > 1.96 and a P-value of < 0.05 , so the hypothesis was accepted. An R-Squares value of 0.815 indicates that leadership, individual ability, and training together explain 81.5% of the variation in employee performance. In addition, the Q-Squares value of 0.611 indicates that this model has good predictability.

Keywords: Leadership; Individual Ability; Employee Training and Performance.

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INTRODUCTION

Indonesia is projected to get a demographic bonus in 2045, with most of its population being in the productive age (15-64 years). If managed well, this bonus is a great opportunity for the country to achieve economic progress and development. On the other hand, if not optimally utilized, various social problems such as poverty, unemployment, and crime can increase (Regency & Regency, 2020). The government has established Vision Indonesia 2045 as a development roadmap based on four main pillars, namely human development and mastery of science and technology, sustainable economic development, equitable development, and strengthening national resilience and governance (Lumi et al., 2022; Sinurat & Pinem, 2017).

In the context of human development, improving the quality of the State Civil Apparatus (ASN) is crucial, considering its role as the main driver of the bureaucracy (Anggraini et al., 2022; Noni et al., 2022). Law Number 5 of 2014 concerning the State Civil Apparatus emphasizes that civil servants have a function as implementers of public policies, public servants, as well as glue and unifier of the nation (Mahmudah et al., 2015). Therefore, ASN is required to continue to improve competence and account for their performance to realize bureaucratic reform. International & Centre (2017) also emphasizes that the bureaucracy of the future government must be proactive, evidence-based, and results-oriented- and performance-oriented.

Employee performance is a fundamental aspect in the success of an organization, both in the public and private sectors. Performance is the result of work achieved by employees by their role in the organization (Rajab et al., 2022; Sinaga et al., 2020). Employee performance can be measured in terms of the quality and quantity of work results produced based on the responsibilities given (Yanti et al., 2022). Factors that affect employee performance can be divided into internal factors, such as individual abilities, and external factors, such as leadership and training. (Darmanto, 2015; Sihombing & Sihombing, 2014).

Leadership has an important role in improving employee performance. Leadership is a process by which a person can influence others to achieve a set goal. An effective leader not only directs, but also inspires and motivates his employees (Br.Ginting, 2023; Prasada, 2020). In addition, the individual ability of employees is also an important factor in determining the quality of their performance. Employees with good competence will be better able to complete tasks effectively and efficiently. In addition, training is also a strategic instrument in improving employee skills and knowledge to be better prepared to face job challenges (Barus et al., 2020; Fokaaya et al., 2022).

The North Sumatra Province Investment and One-Stop Integrated Services Office (DPMPTSP) is a government agency that has a strategic role in providing fast, transparent, and efficient licensing services. The purpose of this licensing service is to create a conducive business climate in North Sumatra Province. However, although the achievement of the agency's performance targets in recent years is quite high, the results of the community satisfaction survey show that there are obstacles in terms of licensing completion time, which is felt by the community.

Based on the results of the North Sumatra Province DPMPTSP performance report, the realization of the achievement of the target in the 2018-2023 period shows a fairly good figure, even exceeding the target that has been set. However, the results of the community satisfaction survey (Community Satisfaction Survey - SKM) show that the time to complete permits is the factor that has consistently received the lowest score in the last six semesters. This indicates that even though the performance targets have been achieved, there are still aspects that need to be improved, especially in the efficiency of licensing services.

Various studies show that leadership, individual abilities, and training have a significant influence on employee performance. Naim et al (2019). Found that leadership and training improve employee performance, while Oktaria et al (2024) affirmed that transformational leadership drives motivation and job satisfaction. Husen et al., (2024) highlighted the importance of individual competence in increasing productivity, while Ferawidianti Widiarti & Kenlies Era Rosalina Marsudi, (2024) revealed that job training contributes directly to improving employee



performance. Ulpa et al. (2024) also found that training not only improves competence but also acts as a mediator between leadership and performance.

This study aims to analyze the influence of leadership on employee performance in DPMPTSP North Sumatra Province, as well as to determine the extent to which individual abilities contribute to improving employee performance in the agency. In addition, this study also aims to identify the influence of training in improving the competence and work effectiveness of employees, so that it can provide relevant recommendations for human resource management within the DPMPTSP of North Sumatra Province.

RESEARCH METHODS

The method of this research is quantitative research. Quantitative methods are a scientific approach that aims to make managerial and economic decisions. The type of research conducted is associative research. According to Sugiyono (2019), associative research is research that aims to find out whether or not there is an influence or relationship between independent variables and bound variables and if there is a close influence or relationship and whether or not the influence or relationship is meaningful. This study analyzes. The Influence of Leadership, Individual Abilities and Training on Employee Performance (Study at the One-Stop Investment and Integrated Services Office/DPMPTSP North Sumatra Province

The location of the research was carried out at the North Sumatra Province Investment and One-Stop Integrated Services Office (DPMPTSP), which is located at Jl. K.H. Wahid Hasyim No.8A, Merdeka, Medan Baru District, Medan City, North Sumatra 20154. The research time will be carried out in March 2024. According to Sugiyono (2010), "Samples are part of the number and characteristics possessed by the population". So that the sample is part of the population to be studied and is intended to be able to represent the research population. The researcher did not participate in filling out the questionnaire because he was an employee at the research site, so it was not enough for the employee to be a sample, thus the sample in this study amounted to 86 Civil Servants at the Investment and One-Stop Integrated Services Office (DPMPTSP) of North Sumatra Province. For this study, the data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. In its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Wold (academic advisor Karl Joreskog). Here are some examples of software from CB-SEM and SEM-PLS).

RESULTS AND DISCUSSION

Evaluation of the Outer Model (*Measurement Model*): Testing Validity and Reliability

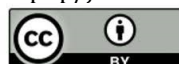
Convergent validity is part of the *measurement* model which in SEM-PLS is usually referred to as *the outer model* while in *covariance-based SEM* it is called *confirmatory factor analysis* (CFA). There are two criteria to assess whether the *outer model* meets the convergence validity requirements for reflective constructs, namely (1) *the loading* must be above 0.7 and (2) the significant *pvalue* (<0.05). However, in some cases, often loading requirements *above* 0.7 are often not met, especially for newly developed questionnaires. Therefore, *loading* between 0.40-0.70 should still be considered to be maintained.

Indicators with *loads* below 0.40 should be removed from the model. However, for indicators with a *load* between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on *average variance extracted* (AVE) and *composite reliability*. We can remove the indicator with a *load* between 0.40 and 0.70 if it can increase *the average variance extracted* (AVE) and *composite reliability* above the limit (*threshold*). The AVE limit value is 0.50 and *the composite reliability* is 0.7. Another consideration in removing indicators is their impact on the *content validity* of the construct. Indicators with *small loads* are sometimes maintained because they contribute to the validity of the construct content. Table 1. Loading values are presented for each indicator.



Tabel 1. Pengujian Validitas berdasarkan *Outer Loading*

	Individual Abilities (X ₂)	Leadership (X ₁)	Employee Performance (Y)	Training (X ₃)
X _{1.1}		0.880		
X _{1.10}		0.888		
X _{1.11}		0.812		
X _{1.12}		0.845		
X _{1.2}		0.876		
X _{1.3}		0.875		
X _{1.4}		0.896		
X _{1.5}		0.887		
X _{1.6}		0.908		
X _{1.7}		0.903		
X _{1.8}		0.889		
X _{1.9}		0.911		
X _{2.1}	0.909			
X _{2.10}	0.869			
X _{2.2}	0.900			
X _{2.3}	0.878			
X _{2.4}	0.866			
X _{2.5}	0.891			
X _{2.6}	0.880			
X _{2.7}	0.883			
X _{2.8}	0.923			
X _{2.9}	0.859			
X _{3.1}				0.935
X _{3.10}				0.938
X _{3.2}				0.934
X _{3.3}				0.876
X _{3.4}				0.895
X _{3.5}				0.840
X _{3.6}				0.902
X _{3.7}				0.867
X _{3.8}				0.876
X _{3.9}				0.899
Y ₁			0.886	
Y ₁₀			0.865	
Y ₁₁			0.887	
Y ₁₂			0.909	
Y ₂			0.856	
Y ₃			0.896	
Y ₄			0.853	
Y ₅			0.858	
Y ₆			0.878	
Y ₇			0.884	
Y ₈			0.835	
Y ₉			0.852	



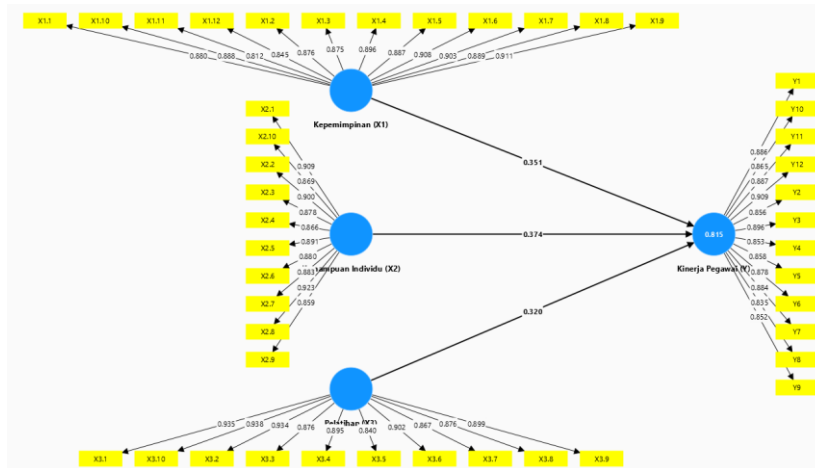


Figure 1. Validity Testing based on Outer Loading

Based on the validity test of outer loading in Table 4.1 and Figure 4.1, it is known that all outer loading values > 0.7 , which means that they have met the validity requirements based on the outer loading value. Furthermore, validity testing was carried out based on the average variance extracted (AVE) value.

Table 2. Validity Testing based on Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Individual Abilities (X ₂)	0.785
Leadership (X ₁)	0.776
Employee Performance (Y)	0.760
Training (X ₃)	0.804

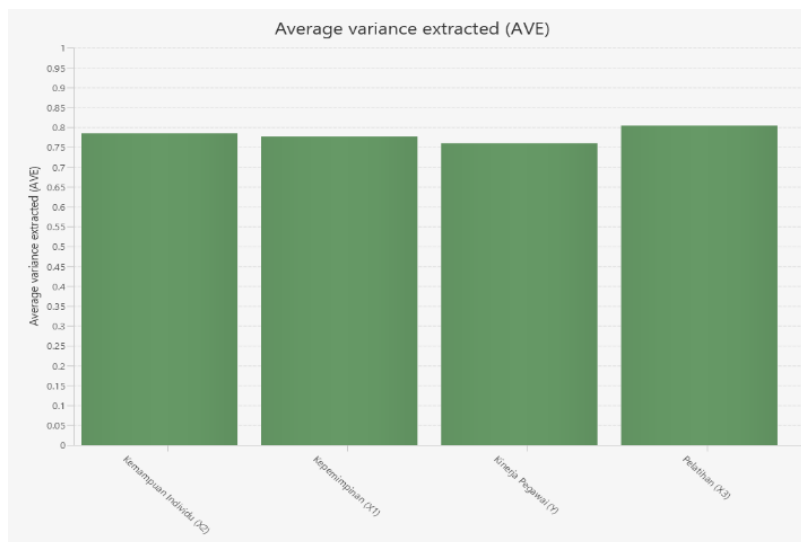


Figure 2 Validity Testing based on Average Variance Extracted (AVE)

The recommended AVE value is above 0.5. It is known that all AVE values > 0.5 , which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on the composite reliability (CR) value.

Tabel 6. Pengujian Reliabilitas berdasarkan Composite Reliability (CR)

	Composite reliability (rho_c)
Individual Abilities (X ₂)	0.973
Leadership (X ₁)	0.977
Employee Performance (Y)	0.974

Training (X ₃)	0.976
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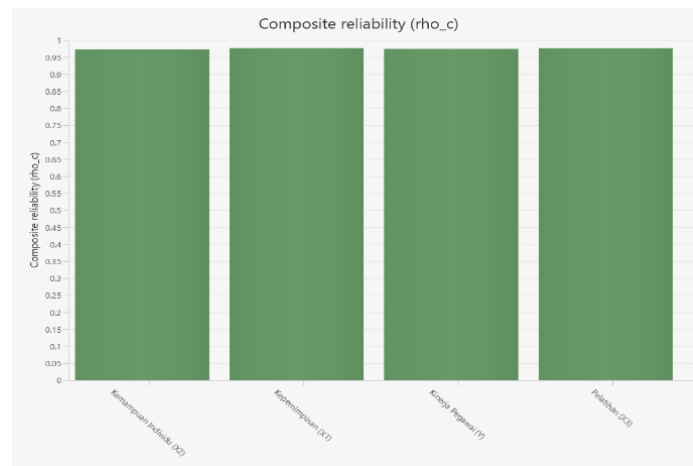


Figure 3 Reliability Testing by Composite Reliability (CR)

The recommended CR value is above 0.7. It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 7. Reliability Testing based on Cronbach's Alpha (CA)

	Cronbach's alpha
Individual Abilities (X ₂)	0.969
Leadership (X ₁)	0.974
Employee Performance (Y)	0.971
Training (X ₃)	0.973

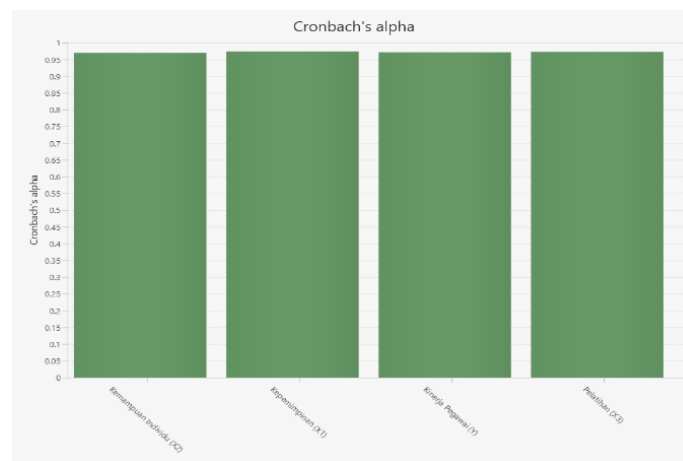


Figure 4 Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7. It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 4.6 presents the results of the discriminant validity test.

Table 8. Discriminant Validity Testing: Fornell & Larcker

Individual Abilities (X ₂)	Leadership (X ₁)	Employee Performance (Y)	Training (X ₃)
Kemampuan Individu (X ₂) (0.886)			

Leadership (X ₁)	0.635	(0.881)		
Employee Performance (Y)	0.789	0.786	(0.872)	
Training (X ₃)	0.600	0.616	0.761	(0.897)

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Tabel 9. Pengujian Validitas Diskriminan: HTMT

	Individual Abilities (X ₂)	Leadership (X ₁)	Employee Performance (Y)
Kepemimpinan (X ₁)	0.652		
Kinerja Pegawai (Y)	0.811	0.806	
Pelatihan (X ₃)	0.616	0.630	0.781

Berdasarkan hasil pengujian validitas diskriminan dengan pendekatan HTMT, diketahui seluruh nilai <0.9, yang berarti disimpulkan telah memenuhi syarat validitas diskriminan berdasarkan pendekatan HTMT.

2. Uji Signifikansi Pengaruh (Boostrapping) (Uji Hipotesis) (Inner Model)

Tabel 10 Uji Path Coefficient & Signifikansi Pengaruh

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	R-Squares	Q-Squares	SRMR
Individual Ability (X₂) -> Employee Performance (Y)	0.374	0.369	0.159	2.356	0.019			
Leadership (X₁) -> Employee Performance (Y)	0.351	0.351	0.173	2.028	0.043	0.815	0.611	0.049
Training (X₃) -> Employee Performance (Y)	0.320	0.314	0.149	2.142	0.033			

Based on the results in Table 4.8, the results were obtained:

- Individual Ability (X₂) has a positive effect on Employee Performance (Y), with a coefficient value (Original Sample column) = 0.374, and significant, with T-Statistics = 2.356 > 1.96 and P-Values = 0.019 < 0.05 (Accepted Hypothesis).
- Leadership (X₁) has a positive effect on Employee Performance (Y), with a coefficient value (Original Sample column) = 0.351, and significant, with T-Statistics = 2.028 > 1.96 and P-Values = 0.043 < 0.05 (Accepted Hypothesis).
- Training (X₃) has a positive effect on Employee Performance (Y), with a coefficient value (Original Sample column) = 0.320, and significant, with T-Statistics = 2.142 > 1.96 and P-Values = 0.033 < 0.05 (Accepted Hypothesis).
- It is known that the R-Squares value is 0.815, which means Leadership (X₁), Individual Abilities (X₂), Training (X₃) are able to explain or affect Employee Performance (Y) by 81.5%.
- It is known that the value of Q-Squares = 0.611 > 0, which means Leadership (X₁), Individual Abilities (X₂), Training (X₃) together or simultaneously have a significant effect on Employee Performance (Y) (Accepted Hypothesis).
- It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.049 < 0.1, it is concluded that the model has FIT.

The results of this study show that leadership plays an important role in motivating employees and improving their performance. A supportive leadership style can increase employee engagement, reduce work stress, and improve performance by reducing negative emotions such as anger and depression (Anindita et al., 2022). In addition, strategic leadership also has a positive impact on job satisfaction and employee capacity, which directly improves organizational performance (Firstie & Madina, 2017). Other studies show that job satisfaction acts as a mediator between strategic leadership and improved employee performance. Although transformational and strategic leadership have been shown to be more effective, some studies have shown that transactional leadership can also deliver positive results, albeit to a lesser extent, suggesting a complex relationship between leadership and employee performance (Jufrizen & Lubis, 2020).

From a statistical analysis perspective, discriminant validity was tested using the Heterotrait-Monotrait Ratio (HTMT), which showed that the variables of leadership, individual ability, and training in this study measured different constructs without significant overlap. Good discriminant validity ensures that each latent variable represents a different concept, so that the results of this study are more reliable in evaluating the relationships between variables. This corroborates the finding that effective leadership must pay attention to supporting factors such as motivation, competence, and employee experience to improve overall organizational performance.

In addition to leadership, individual abilities also have a significant influence on employee performance. This research supports the finding that in addition to motivation, individual abilities contribute greatly to employee productivity, so organizations should provide more opportunities for upskilling opportunities. Factors such as competence, personal characteristics, and personality type have been proven to have a direct effect on the effectiveness of employees in public service. Regression analysis showed that individual competence had a significant influence on the increase in work productivity, with a regression coefficient of 0.194. These findings confirm the importance of skill development in supporting the work effectiveness of civil servants.

Furthermore, training has also proven to play an important role in improving employee performance. Studies show a positive correlation between training and performance metrics such as productivity and job satisfaction. For example, the training program at Bank Sumsel Babel significantly improves employee performance, emphasizing the importance of training tailored to employee needs. Consistently structured training programs have been proven to address skills gaps and encourage the professional growth of civil servants. Other studies show that training improves employee competence, which ultimately contributes to improved job performance and quality of public services.

However, this study also identifies several challenges in the implementation of training policies and improving employee performance, including budget constraints and limitations in technology mastery. This obstacle can hinder the effectiveness of employee development programs, so a more comprehensive strategy is needed to overcome these obstacles. In practice, the results of this research can be used by managers and organizational practitioners in designing more effective human resource policies, such as adopting appropriate leadership models, increasing access to needs-based training, and optimizing competency-based employee performance management systems.

CONCLUSION

Based on the results of the study, it was found that leadership, individual abilities, and training have a positive and significant influence on employee performance at the North Sumatra Province DPMPSTP. Supportive leadership can increase employee engagement, reduce work stress, and drive better performance. Individual abilities, including personal competencies and characteristics, have been shown to contribute to the effectiveness of employees in carrying out their duties, while training plays an important role in improving employees' skills, productivity, and job satisfaction. However, this study also identifies several obstacles, such as budget limitations and lack of mastery of technology in the implementation of employee development

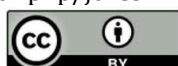


policies. Therefore, a more effective strategy is needed in developing human resources, such as optimizing needs-based training, improving leadership quality, and strengthening a competency-based performance management system so that bureaucratic reform can run more optimally and public services are more efficient.

This study has several limitations, including the possibility of bias in sampling and challenges in measuring subjective variables such as employee performance and work motivation. In addition, this study has not fully explored external factors that can affect employee performance, such as organizational policies, work environment, and organizational culture. Therefore, further research can be carried out with a wider scope of samples and considering external factors that can contribute to improving employee performance. In addition, the use of mixed-methods can provide a deeper understanding of the relationship between leadership, individual abilities, and training to employee performance in various organizational sectors.

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