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The Influence of Leadership and Training on the Performance of Employee at Regional Education Department of North Sulawesi Province Using Motivation Mediation

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Abstract: The success of an organization or agency is largely determined by its resources, especially human resources who are the main drivers of the organization and who determine the direction and survival of the organization. Human resources must be maintained and continuously developed so that they can provide maximum performance for the organization. The purpose of this study was to test and analyze the effect of leadership and training on the performance of employees of the Regional Education Office of North Sulawesi Province, mediated by motivation. The type of research used is a quantitative approach. Data collection using research questionnaires distributed to 105 respondents. The data analysis technique in the study used the structural equation model (SEM).

Keywords: leadership, training, motivation, employee performance

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INTRODUCTION

Background

The success of an organization or agency is largely determined by its resources, especially human resources, which are the prime movers of the organization and determine the direction and survival of the organization. Human resources must be maintained and continuously developed so as to provide maximum performance for the organization. The Education Office in general has the task of implementing government affairs, within the province of North Sulawesi, especially in the field of education. Its main task is to regulate the implementation of educational affairs according to the work area, so that it runs smoothly and according to the program from the center. The absence rate of employees of the North Sulawesi Regional Education Office, a total of 47 Regional Apparatuses in the North Sulawesi Province Environment, is the highest compared to other SKPDs in the North Sulawesi Provincial Government, namely 32, 04% in Quarter I of 2022 (BKD North Sulawesi 2022). In the results of observations, observations and initial interviews, so far the performance of the employees of the North Sulawesi Provincial Education Office has not been optimal, this can be seen from:

1. Absenteeism rate, which refers to E-performance, an employee performance appraisal application, attendance is a measure of performance. The absenteeism rate is poor and there are still employees who postpone work, this extends working time and the time allotted is relatively long, ultimately reducing employee productivity.
2. Less proficient employees use technology that slows down the completion of certain assignments or assignments.
3. The placement of employees is still not optimal in accordance with the position/position given and the inadequate resources in the form of technology in the form of office inventory work tools when working in the office.
4. Leaders at the Regional Education Office of North Sulawesi Province, in this case the service head is still not good at paying attention to the performance results of each employee.
5. Employees have low performance, which can be seen from employee independence, poor employee motivation, and reluctance to participate in training. for example: due to the lack of supervisory supervision so that there are still employees who charge their duties to other employees,
6. Employees tend to be less enthusiastic about participating in training and perceive training or work as a burden that they want to avoid.

Leaders have a big role in achieving employee performance (Nugroho and Reza, 2020) in other words, leaders have a big contribution and are one that determines the achievement or performance of an organization (Su and Baird, 2017). Leadership in an era of rapid change will face increasingly difficult demands. Leadership is not only required to have the ability to move others to want to follow the leader in order to achieve the specified goals, but leaders are also required to have maturity in thinking and behaving, besides that it takes courage, creativity and being sensitive to difficult situations, being able to innovate. and have the initiative in identifying problems and can provide the right solution. In addition, good leadership is leadership that sets an example or exemplary to his subordinates. In other words, leaders are required to pay attention to all employees in fostering, mobilizing and directing all potential employees in the organization in order to realize balance and increase employee productivity that is oriented towards organizational goals.

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The leadership problems that have occurred in the North Sulawesi regional education office so far are that leaders have not been able to optimize organizational potential, lack of individual awareness, are slow at work and sub-optimal public services. So it can be concluded that leaders have not been able to build effective communication with employees to further increase self-awareness in doing work.

Apart from the leadership factor, another factor is training. Training helps improve individual performance and improves organizational performance (Ismael et al, 2021). Training has an important role in the life cycle and job performance. Employees are organizational assets, organizations can achieve common goals by investing in their human resources. It is very important to design and deliver a variety of training tailored to the needs of the organization to motivate employees and improve their performance. Training needs can differ from one organization to another. The reasons can vary, from training new employees to introducing new technology into the organization (Mishra, 2020). Technological changes with the advent of computers, internet, mobile WiFi and smart phones, making organizational strategy has changed to use this technology. But unfortunately, there are still many individuals in the North Sulawesi regional education office who cannot and have not been able to master the use of technology. For this reason, employee training is the right and wise action in correcting ignorance and inability of employees to use technology even more to help employees so that they can reveal their potential which is oriented towards effective performance.

According to the results of the initial interviews and observations, the training at the North Sulawesi regional education office did not fully go according to what was expected. The implementation of the training is not optimal, not structured, efficient and effective. Determination of training participants is not based on the needs of the Education Office, there are participants who are approaching retirement age who are still included in training using CBT (Computer-Based Training) and internet-based methods as well as skills and knowledge in using technological means, so that Return on Training (ROTI)) is not optimal, this is exacerbated by the physical condition of employees approaching retirement age who are no longer able to attend training with high time intensity.

Apart from the leadership and training factors, another factor is motivation, where the motivational factor acts as a mediator of leadership and training to improve employee performance. found that leadership effectiveness is influenced by the autonomous motivation and self-efficacy of a leader (Trépanier, Fernet and Austin in Sinno, 2018). On the other hand, the achievement of organizational goals is needed by leaders who can provide motivation for employees. Leadership context where power is considered as an important element, and it is an attribute related to leaders that can motivate people in organizations (Al-Sarraf, 2019). Motivation is a driving factor for employee behavior to do a good job, in other words the role of leaders in motivating employees can improve employee performance (Prayogi and Lesmana,

Motivation also influences the performance of North Sulawesi education service employees. Employees still perceive the work they do as something that is a burden to themselves, work is done as a form of compulsion, and work is lived only as a mere form of routine. This can be seen from the lack of enthusiasm for some employees in carrying out their work, the lack of willingness of some employees to improve the quality and performance of their work, lack of personal motivation to develop themselves where employees tend to avoid training. This condition is generally caused by

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monotonous working conditions, the role of leaders who pay less attention to employees and the low contribution of employees in contributing to improving employee performance.

Based on the background of the problems described above, the formulation of the research problem is obtained, The Influence of Leadership and Training on the Performance of Employees of the Regional Education Office of North Sulawesi Province with Mediated Motivation.

Research purposes

The purpose of this research is to:

1. To test and analyze the direct influence of leadership on the motivation of the North Sulawesi provincial education office employees.
2. To test and analyze the direct effect of training on the motivation of employees of the North Sulawesi provincial education office.
3. To test and analyze the direct influence of leadership on the performance of employees of the North Sulawesi provincial education office.
4. To test and analyze the direct effect of training on the performance of employees of the North Sulawesi provincial education office.
5. To test and analyze the direct effect of motivation on the performance of the regional education office employees in North Sulawesi province.
6. To test and analyze motivation in mediating the influence of leadership on the performance of employees of the North Sulawesi provincial education office.
7. To test and analyze motivation in mediating the influence of training on the performance of employees of the regional education office of North Sulawesi province.

LITERATURE REVIEW

Human Resource Management

Human resource management is highly influential or highly involved as a useful management method emphasizing employee engagement as a key practice to enrich employee skills, knowledge and motivation (Le 2023). Based on the above definition, it can be concluded that human resource management is part of an organization or company's efforts to develop, manage, train, and evaluate its human resources in such a way as to help the organization or company achieve the goals set for it.

Leadership

The organization is a collection of several individuals or groups of individuals who are formally regulated, mobilized and coordinated. In order for an organization to achieve its goals, the organization must be driven by a leader. Everyone is a born leader, at least a leader for himself. In leading an organization, a person must have leadership skills, power, and authority. These three things are related because leadership is a process in which a person leads, guides, influences, and controls the thoughts and behavior of other people under his supervision to do something in achieving the goals set through the power and authority they have (Tewal et al 2017 :1).

Training

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According to Milkovich and Boudreau in Suwanto and Priansa (2016: 118) "Training is a systematic process of changing the behavior of knowledge and motivation of workers in attendance to improve compatibility between employee characteristics and work standards". Furthermore, Suwanto and Priansa (2016: 118) concluded that training means a systematic change of knowledge, skill, attitude and behavior which continues to increase which is owned by each employee so that it can realize the goals to be achieved by an organization or company in fulfilling HR standards that are wanted.

Motivation

Maslow in Suwatno (2016: 176) states that: "The need that a person wants is tiered, meaning that if the first need has been met, the second level need will appear first. Furthermore, if the second level needs have been met, the third level needs will appear, which will continue until the fifth level needs. Maslow's theory of needs has 5 levels, including: Physical needs, security and safety needs, social needs, self-esteem needs, The need for appreciation and need for self-realization.

Performance

The effectiveness of organizational performance basically depends on the effectiveness of group performance, while the effectiveness of this group's performance depends on the effectiveness of individual performance. Furthermore, there are a number of factors that lead to effective performance at each of these levels. The effectiveness of individual performance can be caused by factors such as intelligence, skills, attitudes, personality, learning capacity, motivation, stress, roles, satisfaction and others (Tewal et al 2017:9). Kaswan (2017: 278) argues, employee performance reflects employee behavior at work as the application of skills, abilities, and knowledge, which contribute or value to organizational goals. Therefore, it can be concluded that employee performance is the work of employees both in quantity and quality as measured by the standards or targets set by the leadership or organization. In addition, the effectiveness of performance depends on the knowledge of what is done, the ability to do it, the environment, and encouragement or motivation.

Previous Research

*The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation of empowerment programs in Jayapura city)".*Lolowang et al, (2019). This study used the Structural Equation Modeling data analysis technique using Partial Least Square (PLS). The results of the study show that leadership has no significant effect on employee performance and work motivation is a perfect mediator of the influence of leadership on employee performance.

*The Contribution of Work Motivation and Training Towards Employee Performance at the Inland Water and Ferries Transport Polytechnic of Palembang.*Prasetyo et al, (2020). This study uses the method used is descriptive analysis technique and multiple linear regression. the results of the study show that there is a positive effect of work motivation on employee performance and there is a positive effect of training on employee performance.

Work Motivation Mediates: Relationship of Competence and Training on Auditor Performance base technologies. Effendi (2022). Data analysis techniques in this case the research uses Partial Least

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Square (PLS). The research results show that if the training is getting better, it will have a direct effect on increasing motivation.

*The Effect of Training and Compensation On Employee Performance With Motivation As A Mediating Variable.*Hakim, Sudiardhita and Eryanto, (2020). The method used is a survey using a questionnaire and a type of descriptive explanatory research. The research data analysis method uses SEM (Structural Equation Modeling). The results of the study show that training and compensation have a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Motivation can mediate the effect of training on employee performance and motivation mediates the effect of compensation on employee performance.

Research Model and Hypothesis

This research model is described as follows:

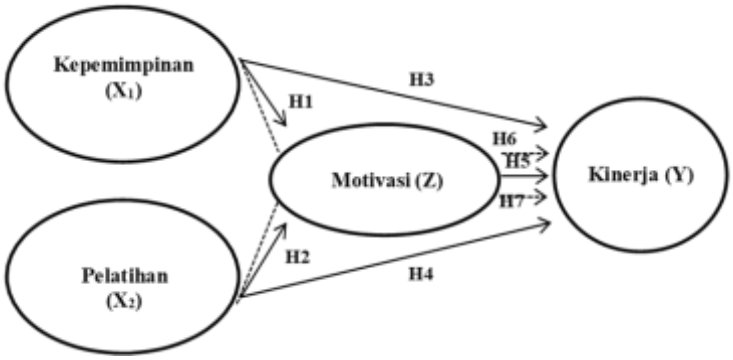


Figure 1. Research Model

Source: Literature Reviews, 2023.

The hypothesis proposed in this study is:

H1: It is suspected that there is an influence between leadership on motivation

H2: It is suspected that there is an influence between training on motivation

H3: Allegedly there is influence between leadership on performance

H4: It is suspected that there is an influence between training on performance

H5: It is suspected that there is an influence between motivation on performance

H6: It is suspected that there is an influence between leadership on performance mediated by motivation

H7: It is suspected that there is an influence between training on performance mediated by motivation

RESEARCH METHODS

Types of research

In accordance with the problems and background description, this research was conducted using a type of quantitative research according to Sugiyono (2017) quantitative research methods are:

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"Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples , data collection using research instruments, data analysis is quantitative/statistical in nature, with the aim of testing the established hypothesis.

Population and Sample

The population in this study were all State Civil Apparatuses within the Regional Education Office of North Sulawesi Province (143 employees). To determine the sample size of a known population, this study uses the Slovin formula, where the level the percentage of inaccuracy due to sampling errors that can still be tolerated (error) is 5%, it is found that the sample is 105 respondents.

Method of collecting data

To obtain the necessary data, this study used interviews and questionnaires/questions. The use of interviews is intended to obtain initial data and also aims to obtain more detailed information in relation to the subjects and objects in this study.

SEM Data Analysis-Analysis Techniques

In accordance with the hypotheses that have been set, this study measures inferential statistical data analysis using the SmartPLS software, starting with model measurements (external models), model structures (internal models) and hypothesis testing (Ghozali, 2018). According to Ghozal (2018), PLS is an alternative approach that moves from a covariance-based structural equation model (SEM) to a variance-based approach. Covariance based SEM usually tests causality/theory, whereas PLS is more of a predictive model. PLS is an effective analytical method, it does not need to meet the requirements of the assumption of normality of data, and the sample size does not need to be large. PLS can be used not only to confirm a theory, but also to establish relationships when there is no theoretical basis, or to test assertions.

Indirect Influence Analysis (Sobel Test)

Testing the mediation hypothesis can be carried out using a procedure developed by Sobel in 1982 known as the Sobel Test. The Sobel test was used in this study to examine the indirect effect of the independent variables Leadership (X1) and Training (X2) on the dependent variable Performance (Y) through the mediating variable Motivation (Z). The mediating variable can be said to be able to mediate the independent variables on the dependent variable if the z value or Sobel test statistic is ≥ 1.96 with a significance of 5% (Ghozali, 2018).

RESEARCH RESULTS AND DISCUSSION

Research result

Outer Model Testing (Measurement Model)

Table 1. AVE Test Results, Composite Reliability, R square, Cronbachs Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

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Leadership (X1)	0.957	0.958	0.963	0.723
Performance (Y)	0.935	0939	0.944	0.628
Motivation (Z)	0.952	0.960	0.960	0.754
Training (X2)	0.965	0966	0969	0.760

Source: Data processed SmartPLS 3, 2023.

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. The variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on the table above it is stated that all variables meet composite reliability because their values are above the recommended figure, which is above 0.7 which meets the criteria of reliability.

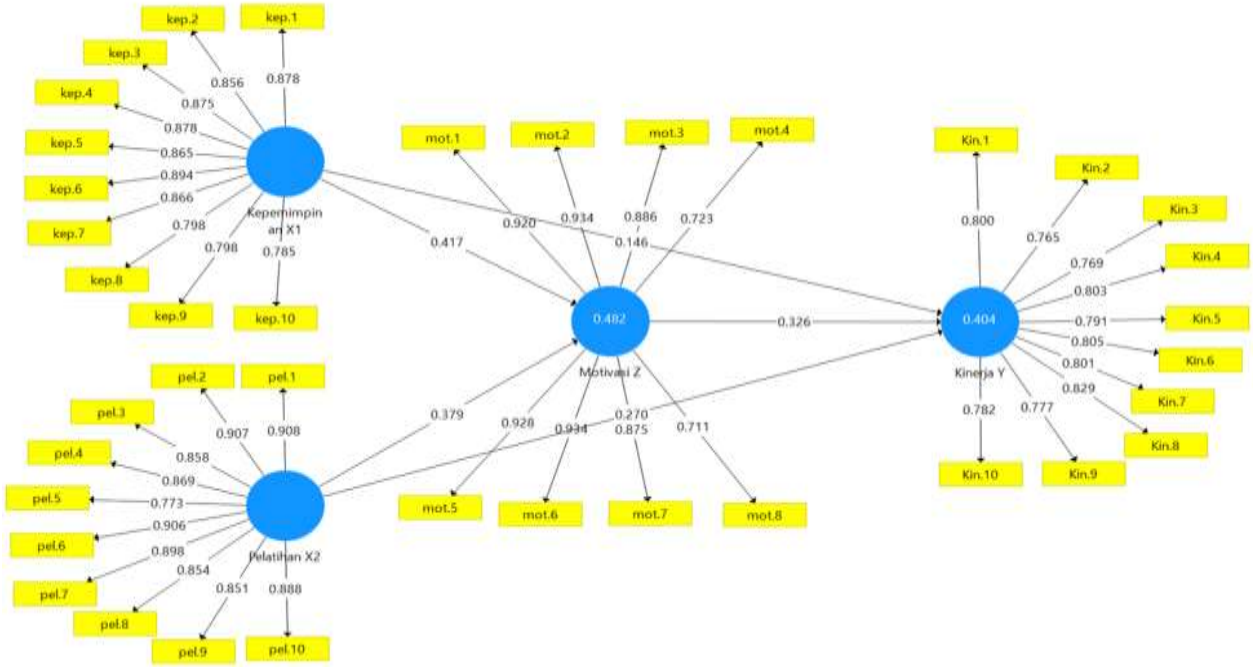


Figure 2. Outer Model Test Results

Source: Data processed SmartPLS 3, 2023.

From the results of the analysis shown in the picture above, it shows that as many as 38 of all variable values are greater than 0.7. To see the value of the loading factor, data on the construct of leadership, training, motivation and performance can be seen in the following table.

Table 2. Value of Leadership Construct Loading Factor

Construct	Item Code	Loading Factor
Leadership (X1)	KEP1	0.878
	KEP2	0.856

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	KEP3	0.875
	KEP4	0.878
	KEP5	0.865
	KEP6	0.894
	KEP7	0.866
	KEP8	0.798
	KEP9	0.798
	KEP10	0.785
Training (X2)	MEL1	0.908
	MEL2	0.907
	MEL3	0.858
	MEL4	0869
	MEL5	0.773
	MEL6	0.906
	MEL7	0898
	MEL8	0.854
	PEL9	0.851
	PEL10	0.888
Motivation (Z)	MOT1	0.920
	MOT2	0.934
	MOT3	0.886
	MOT4	0.723
	MOT5	0.928
	MOT6	0.934
	MOT7	0.875
	MOT8	0.711
Performance (Y)	KIN1	0.800
	KIN2	0.765
	KIN3	0.769
	KIN4	0.803
	KIN5	0.791
	KIN6	0.805
	KIN7	0.801
	KIN8	0.829
	KIN9	0.777

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	KIN10	0.782

Source: Data processed SmartPLS 3, 2023

Tableabove shows the value of outer loadings on each indicator is more than 0.7. So it can be concluded that the variables and indicators used are valid.

Table 3. Cross Loading Value

	Leadership (X1)	Training (X2)	Motivation (Z)	Performance (Y)
KEP1	**0.877**	0.446	0.511	0.451
KEP2	**0.855**	0.379	0.503	0.390
KEP3	**0.871**	0.468	0.534	0.499
KEP4	**0.877**	0.401	0.482	0.359
KEP5	**0.864**	0.448	0.467	0.368
KEP6	**0893**	0.432	0.522	0.455
KEP7	**0.862**	0.384	0.484	0.435
KEP8	**0.801**	0.414	0.530	0.368
KEP9	**0.802**	0.564	0.598	0.404
KEP10	**0.790**	0.471	0.568	0.372
MEL1	0.465	**0.906**	0.533	0.510
MEL2	0.470	**0.907**	0.542	0.510
MEL3	0.431	**0.859**	0.515	0.463
MEL4	0.476	**0.871**	0.501	0.420
MEL5	0.433	**0.776**	0.513	0.408
MEL6	0.455	**0.903**	0.520	0.512
MEL7	0.470	**0898**	0.528	0.473
MEL8	0.448	**0.856**	0.526	0.456
PEL9	0.457	**0.852**	0.492	0.420
PEL10	0.458	**0.885**	0.529	0.516
MOT1	0.521	0.614	**0.920**	0.551
MOT2	0.503	0.530	**0.934**	0.543
MOT3	0.588	0.569	**0.886**	0.530
MOT4	0.522	0.335	**0.723**	0.400
MOT5	0.541	0.594	**0.928**	0.521
MOT6	0.505	0.549	**0.934**	0.525
MOT7	0.616	0.566	**0.875**	0.522
MOT8	0.489	0.310	**0.711**	0.398
KIN1	0.276	0.379	0.375	**0.803**
KIN2	0.248	0.325	0.355	**0.768**

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KIN3	0.286	0.346	0.372	**0.772**
KIN4	0.458	0.454	0.472	**0.797**
KIN5	0.369	0.447	0.488	**0.798**
KIN6	0.420	0.447	0.411	**0.796**
KIN7	0.433	0.480	0.585	**0.809**
KIN8	0.412	0.483	0.455	**0.820**
KIN9	0.400	0.416	0.513	**0.782**
KIN10	0.456	0.437	0.460	**0.776**

Source: Data processed SmartPLS 3, 2023

The table above shows that the cross loading value in each construct has a value of more than 0.7. this shows that the manifest variables in this study have properly explained the latent variables and proved that all of these items are valid.

Evaluation of the Structural Model (Inner Model)

*R-Square*explain the effect of certain exogenous latent variables on endogenous latent variables whether choosing a substantive effect. The R-squares values of 0.67, 0.33 and 0.19 indicate a strong, moderate and weak model.

Table 4. R Square

	R Square	***Adjusted R Square***
Performance (Y)	0.404	0.387

Source: Data processed SmartPLS 3, 2023

From the R-Square results in the R-Square table above it shows that the R-Square value is 0.404. This value indicates that the variables of leadership, training and motivation have an effect on the performance variables of the North Sulawesi Regional Education Office employees by 40.04%. And the rest is influenced by other variables outside the variables in this study.

Path Analysis

Analysis of Direct Relationships (Direct Effect)

Table 5. Statistical T Results

	Original Sample (O)	**Sample Average (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV)**	**P Values**
Leadership X1 -> Performance Y	0.	0.144	0.139	1,049	**0.295**
Leadership X1 ->Motivation Z	0.417	0.413	0.082	5.106	**0.000**

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Motivation Z -> Performance Y	0.326	0.328	0.143	2,280	**0.023**
X2 Training -> Y Performance	0.270	0.268	0.102	2,639	**0.009**
X2 Training -> Z Motivation	0.379	0.381	0.076	4,979	**0.000**

Source: Data processed SmartPLS 3, 2023

1. **Leadership Against Motivation.**Based on the output, it is found that the p-value is 0.000, which is less than the significance level of 0.05. So it can be concluded that the leadership variable has a significant effect on the motivational variable. Therefore, in addition, a coefficient value of 0.417 is obtained, which means that when the leadership variable increases by 1 unit, it will directly increase the motivational variable by 0.417.
2. **Training Against Motivation.**Based on the output, it is found that the p-value is 0.000, which is less than the significance level of 0.05. So it can be concluded that the training variable has a significant effect on the motivational variable. In addition, a coefficient value of 0.379 is obtained, which means that when the training variable increases by 1 unit, it will directly increase the motivation variable by 0.417.
3. **Leadership Against Performance.**Based on the output, it is found that the p-value is 0.295, which is more than the significance level of 0.05. So it can be concluded that the leadership variable has no significant effect on the performance variable. In addition, a coefficient value (original sample) of 0.146 is obtained, which means that when the leadership variable increases by 1 unit, it will directly increase the performance variable by 0.146.
4. **Performance Training.**Based on the output, it is found that the p-value is 0.009, which is less than the significance level of 0.05. So it can be concluded that the training variable has a significant effect on the performance variable. In addition, a coefficient value of 0.270 is obtained, which means that when the training variable increases by 1 unit, it will directly increase the performance variable by 0.270.
5. **Motivation Against Performance.**Based on the output, it is found that the p-value is 0.023, which is less than the significance level of 0.05. So it can be concluded that the motivational variable has a significant effect on the performance variable. In addition, a coefficient value of 0.326 is obtained, which means that when the motivation variable increases by 1 unit, it will directly increase the performance variable by 0.326.

Indirect Relationship Analysis (Indirect Effect).

Testing the mediation hypothesis can be carried out using the procedure developed by the sobel test. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Z) through the Intervening variable (Y), which in this study is the mediating influence of motivation on leadership, training on performance.

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Table 6. Sobel Test Results

Leadership on Performance Mediated by Motivation	2.25
Training on Performance Mediated by Motivation	2,088

Source: Data processed SmartPLS 3, 2023

1. **Leadership on Performance Mediated by Motivation**. Based on the results of the calculation of the Sobel Test above, you get a Z value of 2.25. Because the Z value obtained is 2.25> 1.96 with a significance level of 5%, it proves that motivation is able to mediate the relationship between leadership and performance
2. **Training on Performance Mediated by Motivation**. Based on the results of the calculation of the Sobel Test above, you get a Z value of 2.088. Because the Z value obtained is 2.088> 1.96 with a significance level of 5%, it proves that motivation is able to mediate the relationship between training and performance.

Discussion

Influence Between Leadership on Motivation

Based on the test results, it shows that leadership has a positive and significant direct effect on the motivation of the employees of the North Sulawesi regional education office. Motivation is the basis of leadership, because when someone applies leadership, it naturally motivates subordinates or other people. Therefore, leadership requires people who have the ability to provide motivation. Leadership has a close relationship with motivation because the success of a leader in motivating others to achieve set goals is very dependent on authority, and a leader also creates motivation for every subordinate, employee or superior.

Effect of Training on Motivation

Based on the test results, it shows that training has a positive and significant direct effect on the motivation of North Sulawesi regional education service employees. That is, the higher the training, the higher the performance of team members through increased motivation. Training programs shape and enhance employee skills and knowledge. The ability and knowledge of employees must make them experts in carrying out their duties because expertise is specific and focused.

The Influence of Leadership on Employee Performance

Based on the test results, it shows that leadership has a positive and not significant direct effect on the performance of employees of the North Sulawesi regional education office. From the results obtained, it can be concluded that leadership in the North Sulawesi regional education office has no direct significant effect, which means that leaders directly cannot or have not been able to carry out the role of leaders to maximize or encourage maximum employee performance. In addition, leadership develops more effectively depending on the ability to overcome obstacles, the character of the leader

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and the ability to influence others to get the job done. A leader should avoid passive management because it does not increase employee motivation at work.

Effect of Training on Employee Performance

Based on the test results, it shows that training has a direct positive and significant effect on the performance of employees of the North Sulawesi regional education office. To make the training more effective, it is important for the agency to identify skills gaps and analyze training needs. Therefore, it is necessary to plan effective training with training programs based on organizational needs and skills gaps, adapted to organizational conditions. Training can also be a tool in instilling the vision, organizational values and policies, work procedures and policies.

The Effect of Motivation on Employee Performance

Based on the test results, it shows that motivation has a positive and significant direct effect on the performance of employees of the North Sulawesi regional education office. It can be interpreted that employee motivation is very important, because motivated employees will have efficient, disciplined performance and make employees more adaptive and responsive. the high or low performance of employees can be influenced by many factors including ability and willingness to work, facilities and work environment, as well as interactions between fellow employees or superiors or subordinates. For this reason, it is very important to pay attention to aspects that encourage employee motivation, both intrinsic and extrinsic motivation in the North Sulawesi regional education office, in order to achieve maximum performance.

The Influence of Leadership on Employee Performance Through Motivation

Based on the results of the indirect test using the Sobel test, it shows that leadership has an effect on employee performance which is mediated by motivation. Leadership applied by a leader is able to encourage employees to grow higher motivation in doing their work. High motivation will direct employees to do a good job, which will also improve their performance. Employee motivation has an important role in employee performance, with good performance of course the goals or objectives of the organization can be realized, for this it is necessary to have a leader's role in encouraging employee performance in a better direction by motivating them. The leader motivates his followers with his own leadership style, which leads to the achievement of individual and group goals. So, in this case, Motivated followers will definitely try to achieve their goals voluntarily, resulting in job satisfaction from these subordinates or followers. Employees must have the motivation to do the best work in dedicating themselves as workers in the public sector and organizational leaders benefit from increased employee performance.

The Influence of Training on Employee Performance Through Motivation

Based on the results of the indirect test using the Sobel test, it shows that training has an effect on employee performance which is mediated by motivation. That is, the higher the education and training the better the performance of members of the organization through increased motivation. Training programs shape and enhance employee skills and knowledge. The skills and knowledge of

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employees must make them experts in carrying out their duties because they have specific and directed competencies.

CLOSING

Conclusion

The research was conducted at the North Sulawesi Regional Education Office. In an effort to know and analyze, leadership, training on performance mediated by motivation, the following conclusions can be drawn:

1. Leadership has a positive and significant direct effect on the motivation of North Sulawesi regional education office employees.
2. Training has a positive and significant direct effect on the motivation of North Sulawesi regional education office employees.
3. Leadership has a positive and not significant direct effect on the performance of employees of the North Sulawesi regional education office.
4. Training has a direct positive and significant effect on the performance of North Sulawesi regional education office employees.
5. Motivation has a positive and significant direct effect on the performance of employees of the North Sulawesi regional education office.
6. Leadership influences the performance of North Sulawesi regional education office employees which is mediated by motivation.
7. Training has an effect on the performance of North Sulawesi regional education office employees which is mediated by motivation.

Suggestion

Based on the results of research on the influence of leadership and training on the performance of employees of the Regional Education Office of North Sulawesi Province mediated by motivation.

1. It is highly recommended for leaders to build good relationships and communication with employees or subordinates so that they can encourage more optimal employee performance by motivating or providing training or education so that in carrying out their duties, they have specific competencies, are focused and feel cared for by the leadership. In addition, the training carried out must be based on the needs of the Education Office. Who needs to receive the training, what are the training methods and when will the training be held. Implementation of training must prioritize effectiveness and efficiency.
2. It is highly recommended that the leaders of the Regional Education Office raise awareness of the importance of their role in building and running the education system in North Sulawesi. Leaders must encourage Autonomous motivation of employees based on moral responsibility, commitment and sincerity in serving as state civil servants in the field of education.
3. For future researchers, it is better if they can develop this research with different variables and indicators or can add other variables and indicators. The results of the R-Square test show that the variables of leadership, training and motivation have an effect on the performance variables of the

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North Sulawesi regional education office employees by 40.04%. This means that there are still many variables that can affect employee performance, for this reason it is highly recommended for future researchers to make the North Sulawesi regional education office the object of research by adding other variables.

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