

# The Influence of Leadership and Training on Motivation and Its Impact on Employee Performance at Riva Restaurant & Bar

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**Abstract**

This research aims to analyze the influence of leadership and training on motivation and its impact on employee performance at Riva Restaurant & Bar, Kuta - Bali. The respondents for this research were all 44 employees. The sample uses saturated sampling. Data collection methods use interviews, questionnaires and documentation. The analysis technique in research uses path analysis techniques (Path Analysis). Respondents' answers will be processed using a Likert scale. Further analysis was carried out using Path Analysis assisted by the SPSS 20 for Windows software program. The results of research on path analysis test 1 show that leadership and training have a positive and significant effect on employee motivation. The magnitude of the influence of leadership and training on motivation is 41.2% and 31.5%. And the results of research on path analysis test 2 show that leadership, training and motivation have a positive effect on employee performance. The magnitude of the influence of leadership, training and motivation on employee performance is 28.7%, 29.8% and 32.9%. Motivation as an intermediate variable has a positive influence and is able to mediate the relationship between leadership and training on employee performance.

**Keywords:** Leadership, Training, Motivation, Employee Performance.

## **INTRODUCTION**

### **Background of the Problem**

Human resources are a very important production factor, where humans act as drivers of other production factors in the survival of the company. Hasibuan (2020) states that humans are a very important element, compared to other elements owned by an organization, such as money, machine materials, work methods, time and other assets that can only be beneficial to the organization, if the humans in the organization it is utilized to the maximum. The company will be able to run well, if management within the company continues to strive to explore and develop the potential that exists in the process of planning, organizing, managing, utilizing and developing human resources to produce a quality and productive workforce, so that the company's goals can be realized. well.

Management is very aware that in an effort to produce a quality and productive workforce, planned and systematic efforts are needed, such as providing motivation and training to employees. So that what has been achieved can be maintained and even improved. Company management through a leader in a company should carry out its functions as well as possible, so that every asset of the company can be used optimally, such as human resources and other company resources. Leaders in developing human resources must be able to direct employees to do their work well, in order to achieve the company goals that have been set. This was emphasized by Sutrisno in Shobirin (2019) stating that leadership is a process of someone's activities to move other people by leading, guiding, influencing other people to do something in order to achieve the expected results.

The Management (General Manager) at Riva Restaurant & Bar, Kuta-Bali always maintains a friendly relationship with employees, such as: always greeting every employee he meets in each section and sometimes providing instructions and direction to employees during briefings. daily briefing before employees start their work. The General Manager coordinates and gives authority to department heads to ensure that operations in each department run well, such as: creating standard operating procedures, holding employee training and promotions.

Training is a process of developing and improving employee knowledge and skills. With proper training planning, it is hoped that employees will have better knowledge and skills in dealing with problems that arise in their work. Ivancevich, et al. (2016) stated that training is a systematic process for changing employee behavior, which is directed at achieving organizational goals. Training related to current job skills and abilities. The

current orientation is to help employees master specific skills and abilities to be successful on the job. Training programs provided to employees can be divided into two groups, namely: employee knowledge improvement programs and skills improvement programs tailored to the needs of each existing department.

In an effort to achieve company targets and increase the number of guest visits, in accordance with the company targets that have been set, the General Manager of Riva Restaurant & Bar, Kuta-Bali, has given authority through the heads of each department to hold training aimed at improving skills and employee's ability to work. The training provided to employees of Riva Restaurant & Bar, Kuta-Bali will be arranged based on the level of activity and overall operational needs of the restaurant. Training planning, such as: training period, materials, systems and training participants will be arranged by each department head. Training materials and resources were obtained from observations by department heads, employee suggestions, operational activity reports (log books) and direct information from guests who came to Riva Restaurant & Bar, Kuta-Bali. This results in planning and training time being arranged based on the level of operational importance at that time, so that the training provided at Riva Restaurant & Bar, Kuta-Bali is often incidental.

Planning and implementing training programs that are incidental in nature often give rise to new problems, such as employees who are or will be on holiday that day are required to attend training, so that employees of course cannot enjoy their holidays properly. Employees who were working at that time had to adjust their work schedules to be able to take part in training, so that employees would feel burdened which would later have an impact on employee performance. Human resources and lack of understanding from employees regarding the importance of training in improving skills is a problem for department leaders in efforts to increase employee knowledge and skills at Riva Restaurant & Bar, Kuta-Bali. This can be seen from the training provided, it does not appear significant in its implementation, where employees still work based on their own work habits and do not try to work efficiently and systematically in accordance with what they have obtained while attending the training.

Motivation is a driving force that is able to create a person's desire to work so that they want to work. Silalahi (2020) believes that motivation is the main function that must be carried out by every manager at any level to encourage employees to work to achieve organizational goals. Kadarisman (2017) states that there are several goals of work motivation, namely: (1) changing employee behavior in accordance with the company's

wishes, (2) increasing passion and work enthusiasm, (3) increasing work discipline, (4) increasing work performance, (5) ) increase a sense of responsibility, (6) increase productivity and efficiency, (7) foster employee loyalty to the company.

The forms of motivation received by employees of Riva Restaurant & Bar, Kuta-Bali are salaries that are above the Badung Regency Minimum Wage (U.M.K. Badung), bonuses (service charges), equal opportunities to develop careers and so on. However, in reality the motivation given to the employees of Riva Restaurant & Bar, Kuta-Bali is not completely in line with the leadership's expectations. This can be seen from the lack of initiative of employees at work, where employees at work wait more for orders from their superiors. The size of the sections and the service system using the seating area in the gazebo, is a burden for employees in the process of serving food and drinks to guests and employees are less responsive in serving each guest, so guests feel that they receive slow service.

Another problem is setting a work schedule where once a week, employees will work part time (split). Working part time (split) can also be caused by an employee being unable to attend, so the employee has to come back to work to replace the absent employee.

Performance is the actual work achievement of a person, in carrying out their functions in accordance with the duties and responsibilities given to them. Sutrisno (2019) states that performance is the quality and quantity as well as the time used in carrying out their duties. Quality is a result that can be calculated to what extent someone can achieve the goals that have been set. The number of guests who come to Riva Restaurant & Bar, Kuta-Bali is a real reflection of the business and the interconnectedness of all components at Riva Restaurant & Bar, Kuta-Bali. The department, has given them the freedom to organize departments according to their department's needs. Motivation and training are provided with the aim that every employee is expected to be able to provide the best service to every guest who comes to Riva Restaurant & Bar, Kuta-Bali. Guests are expected to feel happy and satisfied with all the services they receive which will have an impact on guests' desire to come back and recommend Riva Restaurant & Bar, Kuta-Bali to other guests while they are in Bali. However, in reality the number of guests coming to Riva Restaurant & Bar, Kuta-Bali from 2022 to 2023, shows that there is no significant increase in the number of guests.

### **Formulation of the problem**

Based on the description in the background of the problem, several problems related to research conducted at Riva Restaurant & Bar, Kuta-Bali can be formulated as follows:

1. Does leadership have a direct effect on employee motivation at Riva Restaurant & Bar, Kuta-Bali?
2. Does training have a direct effect on employee motivation at Riva Restaurant & Bar, Kuta-Bali?
3. Does leadership have a direct effect on employee performance at Riva Restaurant & Bar, Kuta-Bali?
4. Does training have a direct effect on employee performance at Riva Restaurant & Bar, Kuta-Bali?
5. Does motivation have a direct effect on employee performance at Riva Restaurant & Bar, Kuta-Bali?
6. Does leadership have an indirect effect on employee performance through employee motivation at Riva Restaurant & Bar, Kuta-Bali?
7. Does training have an indirect effect on employee performance through employee motivation at Riva Restaurant & Bar, Kuta-Bali?

### **Research purposes**

Based on the problem formulation, the objectives in conducting this research can be determined as follows:

1. To determine the direct influence of leadership on employee motivation at Riva Restaurant & Bar, Kuta-Bali.
2. To determine the direct effect of training on employee motivation at Riva Restaurant & Bar, Kuta-Bali.
3. To determine the direct influence of leadership on employee performance at Riva Restaurant & Bar, Kuta-Bali.
4. To determine the direct effect of training on employee performance at Riva Restaurant & Bar, Kuta-Bali.
5. To determine the direct influence of motivation on employee performance at Riva Restaurant & Bar, Kuta-Bali.
6. To determine the indirect influence of leadership on employee performance through employee motivation at Riva Restaurant & Bar, Kuta-Bali.

To determine the indirect effect of training on employee performance through employee motivation at Riva Restaurant & Bar, Kuta-Bali.

### **Benefits of research**

The theoretical benefits of this research are expected to provide information and benefits in developing theories regarding human resource management, especially those related to leadership, training, motivation and employee performance. The practical benefits of the research are expected to be able to provide scientific information about human resources in Riva Restaurant & Bar, Kuta-Bali. Can be used as a basis for consideration in developing policies and strategies for developing human resources at Riva Restaurant & Bar, Kuta-Bali.

## **Literature Review**

### **Leadership**

Leadership is a strategic management concept because the entire concept of operational activities in the company is centered on the company leadership. Leaders in operational activities will involve employees and other production factors. Leadership will influence employee morale, job satisfaction, sense of security, work quality and company performance. Leaders in the interaction process with employees must have good communication skills in conveying ideas, providing effective influence and understanding to employees, so that what they want to convey can be accepted and understood by the employees concerned. Hasibuan (2020) states that leadership is the process of influencing other people to understand and agree about what will be done and how the task can be carried out effectively and the process of facilitating individual and group efforts to achieve common goals. Toha (2015) groups that there are 4 general traits that influence leadership success, namely:

1. Intelligence

Leaders have a higher level of intelligence than those they lead.

2. Maturity and Freedom of Social Relations

Leadership tends to be mature and has stable emotions and has broad attention to social activities.

3. Self-Motivation and Drive for Achievement

Leaders relatively have a strong motivation to achieve.

4. Human Relations Attitudes

A successful leader is willing to recognize the self-worth and honor of his followers and is able to side with him.

### **Leadership Indicators**

Leadership indicators refer to the opinion expressed by Nawawi (2017), namely:

1. Instructive Function

The instructive function takes place and is one-way communication. The leader as a decision maker functions to order its implementation to the people he leads so that they carry out orders, which originate from decisions that have been determined.

2. Consultative Function

The consultative function is ongoing and has the character of two-way communication, the implementation of which is very dependent on the leadership. There are 2 types of consulting activities:

a. Limited consultation

The consultation process involves certain people who are considered to have the materials and information needed to make decisions.

b. Feedback consultation

The consultation process is in the form of decisions that have been determined and in its implementation it is hoped to obtain input (feed back) that can be used to improve and perfect the decisions that have been determined and implemented. The consultative function requires learning leaders to be good listeners, to obtain constructive ideas, aspirations and suggestions.

3. Participation Function

The function of participation takes place and is two-way between the leader and the people he leads, both in participating in making decisions and in implementing decisions. The participation function will be realized if leaders develop good communication, allowing for the exchange of opinions, ideas and views in solving problems, which will be used to make decisions. So that what the leadership decides really answers the problems being faced by the company and employees at work.

4. Delegation Function

The function of delegation is to provide authority to make/determine decisions, either with or without approval from the leadership. Leaders must be able to sort out the main organizational tasks that can and cannot be delegated to other people.

5. Control Function

The controlling function/control function aims to ensure that a leader is able to regulate the activities of his members in a directed manner and in effective coordination, thereby

enabling the maximum achievement of common goals. The control function can be realized through guidance, direction, coordination and supervision.

## **Training**

Training is one of management's efforts to improve, maintain and develop employee knowledge and abilities at work. With training, it is hoped that employees can carry out their duties and obligations and solve work problems. According to Kaswan (2017), training theory is a process of increasing employee knowledge and skills. Training may also involve changing attitudes so that employees can do their jobs more effectively. This theory was confirmed by Ivancevich (2016) who stated that training is a systematic process for changing employee behavior, which is directed at achieving organizational goals. Training related to current job skills and abilities. The current orientation is to help employees master specific skills and abilities to be successful on the job. This statement is explained more systematically in Government Regulation No. 31 of 2006 concerning the National Job Training System which states that job training is all activities to provide, obtain, improve and develop work competency, productivity, discipline, attitudes and work ethic at the level of skill and expertise. according to the level and qualifications of the position or job. The process in preparing training programs is stated in Government Regulation no. 31 of 2006 concerning the National Job Training System states that job training techniques are generally divided into two, namely:

1. On the Job Training is a program that is more focused on increasing productivity quickly, consisting of:
  - a. Job instruction training  
The instructor or trainer will convey the objectives and implementation of the program to be delivered.
  - b. Apprenticeship  
The target of this training is employees who have just started working or are just learning to work.
  - c. Internships and assistantships  
This training leads to job vacancies that require higher formal education. Training for students who receive formal education at school who work in a company and are treated the same as employees in the company but still under the supervision of expert practitioners.
  - d. Job rotation and transfer



In this program employees will gain knowledge and practice in working in a new department.

e. Coaching and counseling

In this case, the trainer will demonstrate something which is then followed by the participants.

2. Off the Job Training, namely a program that focuses on long-term development and education, consisting of:

a. Vestibule training

This training is used to teach specific work skills by imitating real conditions.

b. Lectures

Training where the trainer conveys various kinds of information or teaches knowledge to a large number of people at the same time.

c. Visual presentations

Training using television, film, video, or presentations.

d. Case studies

Training that is usually used in business classes, where participants are required to discover basic principles by analyzing existing problems.

### **Training Indicator**

It is hoped that the training that has been planned, prepared and implemented will be very beneficial for employees and the company, so that problems that occur can be resolved better. The company or management must have methods, measuring tools or indicators as a reference that the training is indeed beneficial for employees and the company. The training indicators used based on the theory put forward by Triton (2017) are:

1. Direction

The training objectives must be clear, especially related to preparing work plans and setting targets and expected results.

2. Goals

The training that will be provided must have targets that are appropriate to the problems faced by employees.

3. Coach

Trainers are people who are professionals in their field, so that during the training, participants will receive training that is truly useful for their work.

4. Material

The training material or curriculum must be interesting and appropriate to working conditions, so that the material provided is in accordance with the training objectives/goals to be achieved by the company.

5. Method

Training methods that are effective and appropriate to the type of material and abilities of the training participants.

6. Training participants.

Training participants must be grouped and adapted to the training material.

### **Motivation**

Motivation is aimed at human resources on how to mobilize the power and potential of employees so that they are willing to work together productively to successfully achieve and realize the predetermined goals. In every company/organization activity, humans as a factor that drives other production factors have personal, group and company goals and desires. Goals and desires are part of motivation which becomes a strength, energy or power or a complex condition and readiness within an individual to move towards a certain goal, whether consciously or unconsciously (Makmun, 2017). Motivation according to Sardiman (2018) says that motivation is a driving force that has become active. Motives become active at certain times, especially when the need to achieve a goal is felt or urgent.

Purwanto (2017) stated that the definition of motivation is the driving force of a conscious effort to influence a person's behavior so that the person becomes moved to take action to do something so as to achieve certain results and goals. Motivation is the provision of driving force that is able to create a person's desire to work so that they are willing to cooperate, able to grow work effectiveness and be integrated with all efforts to achieve satisfaction (Robins, 2007).

### **Motivational Indicator**

Motivation indicators based on the motivation theory put forward by Herzberg in Robbins and Judge (2017) are often called M – H Theory or Two Factor Theory. This theory basically states how managers can control factors that can produce job satisfaction or job dissatisfaction. These two factors are extrinsic factors and intrinsic factors. Extrinsic factors include:

1. Wages

Wages in the form of money received by employees are adjusted to the employee's duties and responsibilities at work.

2. Working Conditions

Working conditions are conditions that are not limited to the physical conditions of the environment where employees work, but include the social relationships that exist between employees.

3. Supervision Techniques

Methods used by leaders in monitoring employee performance. Leaders in carrying out supervision must condition employees so that they do not feel pressured at work.

4. Interpersonal Relationships.

Due to the interconnectedness of work and mutual need for one another, good relationships between employees must be maintained.

Meanwhile, intrinsic factors include:

1. Achievement Achievement

There is a desire from employees to always excel at work.

2. Promotion

There are equal opportunities for advancement and higher career development in the form of promotions.

3. Awards

Employees get and feel appreciated in every job carried out by the leadership.

4. Responsibility

Employees can be accountable for every job they do to their leaders.

### **Employee performance**

The real behavior displayed by each person is the work performance produced by employees in accordance with their role in the company (Rivai, 2019). Employee performance will have a positive and negative impact on company productivity, increasing organizational performance and achieving predetermined organizational goals. Fahmi (2020) states that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic scheme (strategic planning). Robbins (2017) defines performance as a measure that includes effectiveness in achieving goals and efficiency which is the ratio of effective output to the

input required to achieve that goal. Meanwhile, Mangkunegara (2017) defines employee performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Factors that influence performance achievement are ability and motivation factors. Wibowo (2019) defines performance as having a broader meaning, not just the results of work, but including how the work process takes place.

In providing an assessment of employee performance, several methods/methods are needed to obtain objective assessment results. Werther and Davis in Priansa and Suwatno (2019) mention 6 work assessment methods as follows:

1. Rating Scale Method, which is a subjective assessment method carried out by appraisers of employee performance from low to high in a certain period.
2. Checklist Method, which is an assessment method usually from the direct superior according to the available weights so it just needs to be accumulated at the end.
3. Crisis Event Method, namely an assessment method based on records of various events that have occurred previously which are categorized.
4. Field Review Method, namely an assessment method that involves the human resources department or experts who are directly involved in the field in evaluating the performance of all employees.
5. Test and Observation of Work Performance Method, namely an assessment method based directly on employee knowledge and skills.
6. Group Evaluation Method, namely a method from direct superiors from the worst to the best by comparing employees with each other.

### **Employee Performance Indicators**

Management is very aware that every employee who works is an individual who has different intellectual levels, emotions, goals, expectations and so on, so that each employee will have different performance. Evaluation of employee performance by management is a management necessity to ensure that each employee works in accordance with their duties and responsibilities. The objective principle in assessing employee performance is the basis for management in providing performance assessments. Bernadin and Russel in Kaswan (2017) stated that there are 6 criteria used as a basis for assessing employee performance, namely:

1. Quality

- How far/well the process or results of carrying out activities approach perfection, in terms of conformity with the ideal way of carrying out an activity or fulfilling the goals desired by an activity.
2. Quantity  
The amount of work produced is expressed in units of a certain number of activity cycles that have been completed.
  3. Timeliness  
How well an activity is completed or output produced, at the earliest time desired from the point of view of coordination with other outputs so as to maximize the time available for other production activities.
  4. Cost Effectiveness  
How well the organization's resources are maximized in terms of obtaining the highest profits or reduction in losses and costs from each unit of activity.
  5. Supervision Needs  
How well an employee performs job functions without having to request supervisory assistance or without requiring supervisory intervention to prevent adverse outcomes.
  7. Interpersonal Impact  
How well employees increase self-esteem, goodwill and cooperation among fellow employees and subordinates.

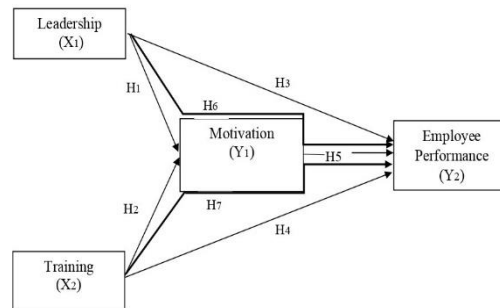
### **Research Conceptual Framework**

The research conceptual framework is a framework/image prepared based on empirical studies and theoretical studies which are linked to the problem in the research. Mapping and visualization of the conceptual framework aims to clarify and provide research boundaries in examining the relationships between variables in research.

Leadership is the characteristic of a leader in providing enthusiasm, guiding, directing, mentoring and appreciating every employee as well as working together with all employees in an effort to develop and utilize existing production resources to achieve company goals. Training is a process of increasing employees' abilities, both technical abilities and thinking abilities, in completing work. This training will be effective if there is good motivation among employees and management as human resource managers, resulting in high performance or work achievement. Motivation is the basic foundation for employees at work and is the

company's strength to achieve company goals. Therefore, motivation must really be developed so that it can be seen clearly in the performance of each employee.

Companies in which there is a complex process in an effort to achieve company goals, there must be harmony and interrelationship between a leader's leadership and the training process and can provide motivation to improve employee performance. To further clarify the relationship between the independent variables (X) and the dependent variable (Y) in this research, a conceptual framework was created which is presented in the table below:



Picture

Conceptual Framework of The Influence of Leadership and Training on Motivation and Its Impact on Employee Performance at Riva Restaurant & Bar, Kuta-Bali

## METHOD

### Population and Sample Determination

Sugiyono (2018) provides the understanding that population is a generalized area consisting of objects or subjects that constitute certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The type of population in this research is limited quantitatively to employees of Riva Restaurant & Bar, Kuta-Bali. The population and determination of sample size in this study refers to the opinion of Arikunto (2019), stating that if there are less than 100 subjects, it is better to take all subjects, so that the research is a population or census. Meanwhile, if the subject is above 100, then 10%, 20% or 50% can be taken as a sample. Based on Arikunto and Sugiyono's opinion, the population in this study was all employees of Riva Restaurant & Bar, Kuta-Bali, totaling 44 people.

### Data Types and Sources

The types of data used in this research are:

1. Quantitative Data is data in the form of numbers that can be calculated and processed, such as the number of employees and the level of guest visits to Riva Restaurant & Bar, Kuta-Bali.
2. Qualitative Data is data that is not in the form of numbers but in the form of information, such as the history of the establishment of the restaurant, restaurant facilities and organizational structure.

Meanwhile, the data sources used in this research are:

1. Primary Data is data obtained and collected directly at the research site from employees through interviews and questionnaires.
2. Secondary data is data obtained in finished form at the research location, such as company history, organizational structure and number of guests.

### **Method of Collecting Data**

The data collection method used in this research is:

#### **1. Observation**

Data collection method, by making direct observations of the research object to see closely the activities carried out

#### **2. Interview**

The interview method is a way of collecting data which aims to dig up in-depth information about the object being studied in the hope of finding more open information from respondents. Sunyoto (2017) states that the interview technique is a data collection method by asking free questions, both structured and unstructured, with the aim of obtaining information about the research object.

#### **3. Documentation**

Documents are records of past events. Documents are usually in written form, such as regulations and policies. Documents in the form of images, for example organizational structures (Sugiyono, 2018). Research results will be more reliable if supported by company documents and reports which are of course very closely related to this research, such as restaurant history, organizational structure and number of employees.

#### **4. Questionnaire**

A questionnaire is a data collection technique using a list of questions distributed to each respondent to be answered regarding the indicators of the variables in the research.

Sunyoto (2017) states that a questionnaire is a data collection method by using a list of questions that are asked to respondents to be answered by providing a questionnaire. The distribution of questionnaires was measured using a 5 point Likert scale, namely:

STS = Strongly Disagree = 1

TS = Disagree = 2

K.S = Disagree = 3

S = Agree = 4

SS = Strongly Agree = 5

### **Data Quality Test**

The quality of all research instruments was carried out by distributing questionnaires to all employee at Riva Restaurant & Bar, Kuta-Bali and representing each indicator in the research variables. To obtain data that has good calibration for each research variable, all research instruments must meet data validity and reliability tests. The assumptions that must be met in the data validity and reliability test are as follows:

#### 1. Test the validity of the research instrument

Validity is the degree of accuracy between the data that occurs on the research object and the data that can be reported by researchers (Sugiyono, 2018). Data is said to be valid if it is able to measure what must be measured and reveals data from the variables studied consistently. In the data collection process, a questionnaire method was used which was distributed to respondents. According to Sunyoto (2017) validity testing is carried out using the following criteria if the correlation value is positive and  $r \geq 0.3$  then the instrument item is declared valid or has good construct validity.

#### 2. Reliability Test of Research Instruments

Reliability is a measure of the reliability of a research instrument which shows the extent to which an instrument can be trusted or relied upon to measure various aspects of a research variable. A data is said to be reliable if it has a reliability coefficient ( $\alpha$ )  $\geq 0.6$  (Arikunto, 2019)

### **Analysis Techniques**

#### **Descriptive Statistical Analysis**

Sugiyono (2018) states that descriptive statistical analysis is analysis that uses data that is created either individually or in groups with the aim of creating a systematic picture, actual and accurate data regarding the facts and relationships between the phenomena being



investigated or researched. Descriptive statistical analysis such as: age, gender, length of service and level of education. Descriptive statistics are used to analyze data by describing or illustrating the data that has been collected as it is without intending to make general conclusions or generalizations.

### **Inferential Statistical Methods**

Inferential Statistics is a statistical technique used to analyze sample data and the results are applied to the population (Sugiyono 2018). Inferential statistical techniques aim to see the influence of the relationship between the variables being studied. For the purposes of data analysis and hypothesis testing, a significance level of 5% was used. The analysis was carried out quantitatively to explain the influence of the relationship between research variables and the research indicators described systematically.

Testing research hypotheses using Path Analysis, because there is an inherent relationship between a number of variables that can be estimated simultaneously. In Path Analysis, the dependent variable in one existing relationship will become the independent variable in the next relationship. Ferdinand (2016) stated that there are 3 influences on the relationship between research variables and research indicators, namely:

1. The effect of a direct relationship is the effect of the relationship between one independent/exogenous variable on the dependent/endogenous variable, which occurs without going through another dependent variable.
2. The influence of an indirect relationship is the influence of the relationship between one independent/exogenous variable on the dependent/endogenous variable, which occurs through another dependent variable.
3. The total relationship influence is the total sum of the direct relationship influence and the indirect relationship influence.

To determine the indirect relationship between one independent variable and the dependent variable, through the mediating variable, path analysis is carried out using the Sobel Test. The formula is:

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2)+(a^2SE_b^2)}}$$

Remarks:

a = Regression coefficient of the independent variable on the mediating variable

$b$  = Regression coefficient of the mediating variable on the dependent variable

$SEa$  = Standard Error of Estimate of the influence of the independent variable towards mediating variables

$SEb$  = Standard Error of Estimate of the influence of the mediating variable towards the dependent variable

The assumptions underlying the decisions taken based on the Sobel Test are: (a) If the  $Z$  value  $> 1.98$  with a significance level of 5% then the mediator variable is able to mediate the relationship between the independent variable and the dependent variable and (b) If the  $Z$  value  $< 1.98$  with a significance level of 5% then the mediator variable is unable to mediate the relationship between the independent variable and the dependent variable.

The Path Analysis model can be said to be good if the model meets several assumptions, which are then called classical assumptions or econometric evaluation. The classical assumption testing process is carried out with the following steps:

1. Normality Test

Used to test whether the data population is normally distributed or not. All of these variables were tested using the One Sample Kolmogorof-Smirnov test which was programmed in the SPSS (Statistical Package for Social Science) version 17.0 program with a certain level which was used as a basis for making a decision whether to accept or reject a data distribution. Data is normally distributed if significance is greater than 5% (0.05) or equal to 5% (Sujarweni 2020).

2. Multicollinearity Test.

Used to show the existence of a perfect linear relationship between the independent variables in the regression model. Ideally the independent variables of the regression equation have no correlation with each other. If there is correlation between independent variables, the level of correlation must be low, so that problems do not occur due to multicollinearity. Frisch in Gujarati (2015) states that multicollinearity means the existence of a perfect or definite linear relationship between some or all of the variables that explain the regression model.

3. Heteroscedasticity Test

According to Priyanto (2019) stated that the heteroscedasticity test was carried out to determine the unequal variance of the residuals for all observations in the regression model. It is called homoscedasticity, if the variance is constant and if the variance is different it is called heteroscedasticity. A good regression model is one where

heteroscedasticity does not occur. This test is carried out by looking at the scatterplot graph between  $stressid$  and  $zpred$  where the X axis is the residual and the Y axis is the predicted text.

Solimun (2008), arranges the steps in Path Analysis as follows:

1. Design a model based on concepts and theories

Path Analysis is a further development of multiple and bivariate regression analysis. Path analysis wants to test a regression equation involving several exogenous variables (independent variables) and endogenous variables (dependent variables) at once, thereby allowing testing of intermediate variables (intervening/mediating variables). Besides that, path analysis can also measure direct relationships between variables in the model and indirect relationships between variables in the model.

2. Examination of Underlying Assumptions

The assumptions underlying the path analysis in this research are:

- a. In the Path Analysis model, the relationship between variables is linear and additive.
- b. Only recursive models can be considered, that is, only causal flow systems in one direction, whereas models containing reciprocal causality cannot be implemented.
- c. Endogenous variables (dependent variables) are at least on an interval measuring scale.
- d. Observed variables are measured without error (valid and reliable measurement instruments).
- e. The model is properly analyzed and specified based on relevant theories and concepts.

3. Parameter Estimation or Path Coefficient Calculation

- a. The alternating arrow element coefficient is the correlation coefficient  $r$ .
- b. For one-way arrows regression calculations are used, variables are partially standardized in each equation. The method used is Ordinary Least Square (OLS), namely a regression method model that minimizes the sum of squared errors. This can be done considering the model is recursive. From this calculation, the path coefficient is obtained directly. In Path Analysis, apart from direct influence, there is also indirect influence and total influence.

4. Model Validation Check

Whether or not an analytical model is valid depends on whether or not the underlying assumptions are fulfilled. Validity of the Path Analysis model using the total coefficient of determination.

5. Testing the Suitability of the Coefficient Model.

The goodness of fit test is intended to test whether the proposed model fits the data or not. A model is said to have a good fit with the data if the sample correlation matrix is not much different from the estimated correlation matrix (reproduced correlation matrix).

6. Interpret the results of research analysis and look for theoretical implications.

Interpretation of the analysis results, namely determining significant influence paths and identifying paths with stronger influence, namely by comparing the magnitude of standardized path coefficients.

**Validity and Reliability Test Results of Research Instruments**

The validity test aims to measure what must be measured and is able to reveal data from the variables studied on a permanent basis. In the data collection process, a questionnaire method was used which was distributed to respondents. If the correlation value is positive and the correlation coefficient ( $r \geq 0.3$ ) then the instrument item is declared valid or has good construct validity (Sunyoto, 2017). Reliability is a measure of the reliability of a research instrument which shows the extent to which an instrument can be trusted or relied upon to measure various aspects of a research variable. Data is said to be reliable if it has a reliability coefficient ( $\alpha \geq 0.6$ ) (Arikunto, 2019).

The process of testing the validity and reliability of the data in this research used SPSS version 17.0 tools. The results of the validity and reliability tests of the research instruments on the objects studies can be described in the table below:

Table  
Recapitulation Of Validity And Reliability Test Results Research Instruments

| No | Variable        | Cronbach's Alpha | Question Items                            | Product Moment Corelation                 | Remarks                                   |
|----|-----------------|------------------|---|---|---|
| 1  | Leadership (X1) | 0,757            | X.1.1<br>X.1.2<br>X.1.3<br>X.1.4<br>X.1.5 | 0,679<br>0,699<br>0,769<br>0,598<br>0,513 | Valid<br>Valid<br>Valid<br>Valid<br>Valid |

|   |  |       |                  |       |       |
|---|--|-------|------------------|-------|-------|
| 2 | Training<br>(X <sub>2</sub> )                    | 0,762 | X <sub>2.1</sub> | 0,556 | Valid |
|   |  |       | X <sub>2.2</sub> | 0,636 | Valid |
|   |  |       | X <sub>2.3</sub> | 0,684 | Valid |
|   |  |       | X <sub>2.4</sub> | 0,692 | Valid |
|   |  |       | X <sub>2.5</sub> | 0,729 | Valid |
|   |  |       | X <sub>2.6</sub> | 0,691 | Valid |
| 3 | Motivation<br>(Y <sub>1</sub> )                  | 0,737 | Y <sub>1.1</sub> | 0,560 | Valid |
|   |  |       | Y <sub>1.2</sub> | 0,818 | Valid |
|   |  |       | Y <sub>1.3</sub> | 0,415 | Valid |
|   |  |       | Y <sub>1.4</sub> | 0,459 | Valid |
|   |  |       | Y <sub>1.5</sub> | 0,604 | Valid |
|   |  |       | Y <sub>1.6</sub> | 0,619 | Valid |
|   |  |       | Y <sub>1.7</sub> | 0,680 | Valid |
|   |  |       | Y <sub>1.8</sub> | 0,560 | Valid |
| 4 | Employee<br>Performanc<br>e<br>(Y <sub>2</sub> ) | 0,765 | Y <sub>2.1</sub> | 0,683 | Valid |
|   |  |       | Y <sub>2.2</sub> | 0,647 | Valid |
|   |  |       | Y <sub>2.3</sub> | 0,535 | Valid |
|   |  |       | Y <sub>2.4</sub> | 0,766 | Valid |
|   |  |       | Y <sub>2.5</sub> | 0,594 | Valid |
|   |  |       | Y <sub>2.6</sub> | 0,773 | Valid |

Source: Data processed

Based on the data in the table above, it can be shown that the correlation coefficient value for each indicator of the research variables shows a correlation coefficient value of > 0.3 and a reliability coefficient (Cronbach's alpha) for the research variables > 0.6. So all research instruments used are valid and reliable so they can be used for further statistical analysis.

### Inferential Analysis Results

Before Path Analysis is carried out to test the proposed hypothesis, the research model produced from regression calculations with the help of the SPSS program must be carried out with an econometric evaluation/classical assumption test so that the research can truly describe the research phenomenon and the relationship/correlation between the variables studied. Classic assumption tests include normality tests, multicollinearity tests and heteroscedasticity tests as follows:

#### 1. Normality Test

The Normality Test is used to test whether the data population is normally distributed or not. Data is normally distributed if the Asymp Sig (2-tailed) coefficient is  $\geq 0.05$

(Sujarweni, 2020). The results of the research normality test can be described using the Kolmogorov-Smirnov test in the table below:

Table  
Normality Test Results  
Leadership, Training and Motivation  
**One-Sample Kolmogorov-Smirnov Test**

|                                |                | Standardize<br>d Residual |
|--------------------------------|----------------|---------------------------|
| N                              |                | 44                        |
| Normal<br>Parameters           | Mean           | .0000000                  |
|                                | Std. Deviation | .96448564                 |
| Most<br>Extreme<br>Differences | Absolute       | .109                      |
|                                | Positive       | .057                      |
|                                | Negative       | -.109                     |
| Test Statistic                 |                | .109                      |
| Asymp. Sig. (2-tailed)         |                | .200                      |

a. Test distribution is Normal.

b. Calculated from data.

Source: Data processed

The normality test results in table 6.10 show the Asymp Sig (2-tailed) coefficient value of  $0.20 \geq 0.05$ , which means the research data is normally distributed.

## 2. Multicollinearity Test

Multicollinearity test is used to show that there is a perfect linear relationship between the independent variables in the regression model. Ideally the independent variables of the regression equation have no correlation with each other. To determine whether there is multicollinearity, you can look at the tolerance and VIF (Variance Inflation Factor) values. Data is said to not have multicollinearity if the tolerance value is  $> 0.1$  and the VIF value is  $< 10$ . The results of the multicollinearity test can be described in the table below:

**Table**  
**Multicollinearity Test Results**  
**Leadership, Training and Motivation**

**Coefficients<sup>a</sup>**

| Model        | Collinearity Statistics |       |
|--------------|-------------------------|-------|
|              | Tolerance               | VIF   |
| 1 (Constant) |                         |       |
| Leadership   | .511                    | 1.959 |
| Training     | .545                    | 1.835 |
| Motivation   | .567                    | 1.764 |

a. Dependent Variable  
 Employee  
 Performance

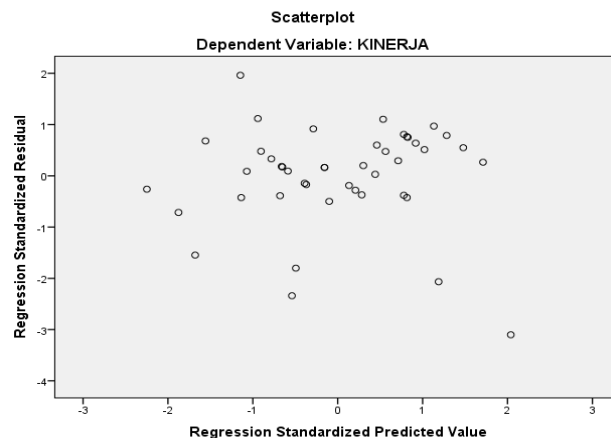
Source: Data processed

The results of the multicollinearity test show that the independent variables have a tolerance value > 0.1 and a VIF value < 10. So it can be concluded that there is no multicollinearity among the independent variables in the regression model.

1. Heteroscedasticity Test

The heteroscedasticity test is carried out to determine whether there are differences in the variance of the residuals for all observations in the regression model. A good regression model is one where heteroscedasticity does not occur (Priyanto, 2019). The results of the heteroscedasticity test are carried out by looking at the scatterplot graph in the image below:

**Picture**  
**Heteroskedasticity Test with Graphics Scatterplot**



Source: Data processed

From the scatter plot graph above, it shows that the points are spread randomly and are scattered, both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so it is suitable to be used to predict employee performance based on leadership input, training and motivation.

**Path Analysis Results**

Path Analysis aims to test the pattern of relationships between variables with the aim of finding out the direct or indirect influence of a variable or set of variables on other variables. Based on the concepts and theories used in this research, the design of the path analysis image in the research "The Influence of Leadership and Training on Motivation and its Impact on Employee Performance at Riva Restaurant & Bar, Kuta-Bali". The results of the equation substructure analysis can be presented as follows:

Table  
Summery and Path 1 Coefficients

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |             |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-------------|
|       |                   |          |                   |                            | R Square Change   | F Change | Sig. Change |
| 1     | .658 <sup>a</sup> | .433     | .405              | 2.65861                    | .433              | 15.659   | .000        |

- a. Predictors: (Constant), Training, Leadership
- b. Dependent Variable: Motivation

**ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 221.362        | 2  | 110.681     | 15.659 | .000 <sup>b</sup> |
| Residual     | 289.797        | 41 | 7.068       |        |                   |
| Total        | 511.159        | 43 |             |        |                   |

- a. Dependent Variable: Motivation
- b. Predictors: (Constant), Training, Leadership



**Coefficients<sup>a</sup>**

| Model      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Correlations |         |      |
|------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|
|            | B                           | Std. Error | Beta                      |       |      | Zero-order   | Partial | Part |
| (Constant) | 8.203                       | 4.780      |                           | 1.716 | .094 |              |         |      |
| Leadership | .761                        | .280       | .412                      | 2.719 | .010 | .611         | .391    | .320 |
| Training   | .501                        | .193       | .315                      | 2.083 | .044 | .575         | .309    | .245 |

a. Dependent Variable: Motivation

**SUMMARY DAN KOEFISIEN JALUR 2**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | Sig. F Change |
| 1     | .784 <sup>a</sup> | .614     | .585              | 1.68410                    | .614              | 21.209   | .000          |

a. Predictors: (Constant), Motivation, Training, Leadership

b. Dependent Variable: Employee Performance

**ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 180.461        | 3  | 60.154      | 21.209 | .000 <sup>b</sup> |
| Residual     | 113.448        | 40 | 2.836       |        |                   |
| Total        | 293.909        | 43 |             |        |                   |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Training, Leadership

**Coefficients<sup>a</sup>**

| Model      | Unstandardized Coefficients |            | Standardized Coefficients | t    | Sig. | Correlations |         |      |
|------------|-----------------------------|------------|---------------------------|------|------|--------------|---------|------|
|            | B                           | Std. Error | Beta                      |      |      | Zero-order   | Partial | Part |
| (Constant) | 2.012                       | 3.135      |                           | .642 | .525 |              |         |      |

|            |      |      |      |       |      |      |      |      |
|------------|------|------|------|-------|------|------|------|------|
| Leadership | .501 | .193 | .287 | 2.085 | .044 | .675 | .313 | .205 |
| Training   | .387 | .128 | .298 | 2.238 | .031 | .667 | .334 | .220 |
| Motivation | .349 | .099 | .329 | 2.518 | .016 | .675 | .370 | .247 |

a. Dependent Variable: Employee Performance

Based on the summary and results of substructure tests 1 and 2, the magnitude of the Direct Effect / DE) and Indirect Effect / IDE can be calculated as well as the total influence between the variables in the research which can be seen in the table below:

Table  
Path Analysis Results (Path Analysis Test)  
Direct Effects, Indirect Effects and Total Effects

| No | Relationship Between Variables                                  | Direct Effect | Indirect Effect             | Total Effect 1 | Sig   | Remarks     |
|----|---|---------------|-----------------------------|----------------|-------|-------------|
| 1  | Leadership (X1)<br>Motivation (Y1)                              | 0,412         | —                           | 0,412          | 0,010 | H1 diterima |
| 2  | Training (X2)<br>Motivation (Y1)                                | 0,315         | —                           | 0,315          | 0,044 | H2 diterima |
| 3  | Leadership (X1)<br>Employee performance (Y2)                    | 0,287         | —                           | 0,287          | 0,044 | H3 diterima |
| 4  | Training (X2)<br>Employee performance (Y2)                      | 0,298         | —                           | 0,298          | 0,031 | H4 diterima |
| 5  | Motivation (Y1)<br>Employee performance (Y2)                    | 0,329         | —                           | 0,329          | 0,016 | H5 diterima |
| 6  | Leadership (X1)<br>Motivation (Y1)<br>Employee performance (Y2) | —             | 0,412<br>(0,412 x<br>0,329) | 0,548          |       | H6 diterima |
| 7  | Training n (X2)<br>Motivation (Y1)<br>Employee performance (Y2) | —             | 0,315<br>(0,315 x<br>0,329) | 0,419          |       | H7 diterima |

Source: Data processed

The validity of a research model can be proven in 2 ways, namely by the total coefficient of determination and theory trimming.

a) Results of the total coefficient of determination

$$\begin{aligned}
R_m^2 &= 1 - (r1)^2 \times (r2)^2 \\
&= 1 - (0,753)^2 \times (0,621)^2 \\
&= 1 - (0,567) \times (0,386) \\
&= 1 - 0,219 = 0,781
\end{aligned}$$

Based on the calculation above, the total coefficient of determination is 78.1%, which means that 78.1% of the information contained in the data can be explained by the model. which consists of the variables Leadership (X1), Training (X2), Motivation (Y1) and employee performance (Y2). Meanwhile, the remaining 21.9% is explained by other variables.

b) Trimming theory

This is done by discarding paths that are not significant, in order to obtain a model that is supported by empirical data. The validity test for each direct effect is to use the level of significance (sig) in linear regression, where the sig value is ≤ 0.05. The level of significance (sig) for each variable is:

Substructure 1 :

X1 = 0,010 ≤ 0,05

X2 = 0,044 ≥ 0,05

Substructure 2 :

X1 = 0,044 ≤ 0,05

X2 = 0,031 ≤ 0,05

Y1 = 0,016 ≤ 0,05

Based on these results it can be stated that all the routes built are valid

Testing the influence of motivation as a mediating variable in the relationship between leadership and employee performance was carried out using the Sobel Test calculations are as follows:

$$\begin{aligned}
Z &= \frac{ab}{\sqrt{(b^2SE_a^2)+(a^2SE_b^2)}} \\
&= \frac{0,501 \cdot 0,349}{\sqrt{(0,349^2 \times 0,193^2)+(0,501^2 \times 0,099^2)}}
\end{aligned}$$

$$\begin{aligned}
 &= \frac{0,174849}{\sqrt{0,006997}} = \frac{0,174849}{0,083648} \\
 &= 2,09
 \end{aligned}$$

Based on the calculation results above where the Z value = 2.09 > 1.98 with a significance level of 5%, the motivation variable is able to mediate the relationship between leadership variables and employee performance variables. So it can be concluded that motivation is a variable that mediates the influence of leadership on the performance of employees at Riva Restaurant & Bar, Kuta-Bali.

Testing the effect of motivation as a mediating variable between training and employee performance was carried out using the Sobel Test. The Sobel Test calculations are as follows:

$$\begin{aligned}
 Z &= \frac{ab}{\sqrt{(b^2SE_a^2)+(a^2SE_b^2)}} \\
 &= \frac{0,387 \times 0,349}{\sqrt{(0,349^2 \times 0,128^2)+(0,387^2 \times 0,099^2)}} \\
 &= \frac{0,135063}{\sqrt{0,003463}} = \frac{0,135063}{0,058847} \\
 &= 2,29
 \end{aligned}$$

Based on the calculation results above where the Z value = 2.29 > 1.98 with a significance level of 5%, the motivation variable is able to mediate the relationship between the training variable and the employee performance variable. So it can be concluded that motivation is a variable that mediates between training and employee performance at Riva Restaurant & Bar, Kuta-Bali

## FINDING AND DISCUSSION

### The Influence of Leadership on Motivation at Riva Restaurant & Bar, Kuta - Bali

The results of the analysis show the influence of leadership on motivation with a significance level of  $0.010 \leq 0.05$ , so H0 is rejected and H1 is accepted, which means there is a positive and significant influence of leadership on motivation. The magnitude of the influence of leadership on motivation is 0.412. This figure shows that leadership has a positive and significant influence on motivation of 41.2%, while 58.8% is influenced by factors outside the model. Having a significant effect means that if leadership is improved it can further increase motivation.

### **The Effect of Training on Motivation at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show the effect of training on motivation with a significant level of  $0.044 \leq 0.05$ , so  $H_0$  is rejected and  $H_2$  is accepted, which means there is a positive and significant effect of training on motivation. The magnitude of the influence of training on motivation is 0.315. This figure shows that training has a significant influence on motivation of 31.5%, while 68.5% is influenced by factors outside the model.

### **The Influence of Leadership on Employee Performance at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show the influence of leadership on employee performance with a significance level of  $0.044 \leq 0.05$ , so  $H_0$  is rejected and  $H_3$  is accepted, which means there is a positive and significant influence of leadership on employee performance. The magnitude of the influence of leadership on employee performance is 0.287. This figure shows that leadership has a positive and significant influence on employee performance by 28.7%, while 71.3% is influenced by factors outside the model. Having a significant impact means that if leadership is improved, it can further improve employee performance.

These findings indicate that the leadership at Riva Restaurant & Bar, Kuta - Bali, in leading is able to provide a positive influence in increasing employee work motivation. The more dominant leadership function is the consultative function so that employees feel very open to the leadership of Riva Restaurant & Bar in resolving the problems they face.

This finding is in accordance with the theory put forward by Putong et al (2010) which states that leadership is the ability to provide a constructive influence on others, to carry out a cooperative effort to achieve planned goals.

### **The Effect of Training on Employee Performance at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show the effect of training on employee performance with a significance level of  $0.031 \leq 0.05$ , so  $H_0$  is rejected and  $H_4$  is accepted, which means there is a positive and significant effect of training on employee performance. The magnitude of the influence of training on employee performance is 0.298. This figure shows that training has a significant influence on employee performance by 29.8%, while 70.2% is influenced by factors outside the model. A significant effect means that if training is increased by 1 point, employee performance will increase by 0.334 points. These findings indicate that the training provided was able to improve employee performance at Riva Restaurant & Bar, Kuta - Bali.

This finding is in accordance with the theory put forward by Ivancevich (2016), which states that training is a systematic process for changing employee behavior, which is directed at achieving organizational goals. Training related to current job skills and abilities. The current orientation is to help employees master specific skills and abilities in their jobs.

### **The Influence of Motivation on Employee Performance at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show the influence of motivation on employee performance with a significance level of  $0.016 \leq 0.05$ , so  $H_0$  is rejected and  $H_5$  is accepted, which means there is a positive and significant influence of motivation on employee performance. The magnitude of the influence of motivation on employee performance is 0.329. This figure shows that motivation has a significant influence on employee performance by 32.9%, while 67.1% is influenced by factors outside the model. A significant effect means that if motivation is increased by 1 point it can increase employee performance by 0.370 points. These findings indicate that work motivation at work has indeed been proven to be able to improve performance at Riva Restaurant & Bar, Kuta - Bali, where motivation consists of intrinsic motivation and extrinsic motivation. The most dominant intrinsic motivation for employees is pleasant working conditions, while the most dominant extrinsic motivation for employees is appreciation, where employees receive awards for employee performance.

This finding is in accordance with the theory put forward by Robins (2007) which states that motivation is the provision of driving force that is able to create a person's desire to work so that they are willing to work together, able to grow work effectiveness and be integrated with all efforts to achieve satisfaction.

### **Leadership Indirectly Influences Employee Performance Through Motivation at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show that the indirect effect of leadership on employee performance is 0.136, which is smaller than the direct relationship coefficient of 0.387, meaning that motivation as an intermediate variable has a positive effect but does not significantly mediate the relationship between leadership and employee performance.

The trust that leaders have in employee performance is based on research results, where  $R^2 = 0.784$ , which means there is a strong relationship between leadership, training and motivation on employee performance at Riva Restaurant & Bar, Kuta-Bali. Based on the results of calculations using the Sobel Test where the Z value =  $2.09 > 1.98$  with a significance

level of 5%, it can be concluded that motivation is a variable that mediates between leadership and employee performance at Riva Restaurant & Bar, Kuta-Bali.

These findings indicate that the leadership at Riva Restaurant & Bar, Kuta - Bali has good trust in their subordinates at work or in other words, employees have good performance, so that leaders do not always have to monitor employee performance. This is based on research results where leaders are always open to carrying out a consultation process with employees who are facing work problems. This is in accordance with the theory expressed by Hasibuan (2012) which states that leadership is the process of influencing other people to understand and agree about what will be done and how the task can be carried out effectively and the process of facilitating individual and group efforts to achieve common goals.

### **Training Indirectly Influences Employee Performance Through Motivation at Riva Restaurant & Bar, Kuta - Bali**

The results of the analysis show that the magnitude of the indirect effect of training on employee performance is 0.104, which is smaller than the direct relationship coefficient of 0.298, meaning that motivation as an intermediate variable has a positive effect but does not significantly mediate the relationship between training and employee performance.

Based on the results of calculations using the Sobel Test where the Z value = 2.29 > 1.98 with a significance level of 5%, the motivation variable is able to mediate the relationship between the training variable and the employee performance variable. So it can be concluded that motivation is a variable that mediates between training and employee performance at Riva Restaurant & Bar, Kuta-Bali.

These findings indicate that the training received by Riva Restaurant & Bar employees, Kuta - Bali, has been able to improve employee performance at work through motivation.

## **CONCLUSION**

From the results of the analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on motivation.
2. Training has a positive and significant effect on motivation.
3. Leadership has a positive and significant effect on employee performance.
4. Training has a positive and significant effect on employee performance.

5. Motivation has a positive and significant effect on employee performance.
6. Motivation as an intermediate variable has a positive influence and is able to mediate the relationship between leadership and employee performance.
7. Motivation as an intermediate variable has a positive influence and is able to mediate the relationship between training and employee performance.

### **Suggestion**

1. Suggestions that can be submitted to the management of Riva Restaurant & Bar, Kuta-Bali are as follows:
2. Management should have confidence in the abilities of the employees of Riva Restaurant & Bar, Kuta-Bali in terms of delegating work to their employees.
3. Employees who will take part in training need to be given an understanding of the importance of training by the leadership so that employees will understand more and open up their thinking horizons.

Future research is expected to add research variables that influence performance through motivation, such as organizational commitment and work environment

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