

THE EFFECT OF LEADERSHIP, MOTIVATION AND TRAINING ON EMPLOYEE PERFORMANCE AT PT PERTAMINA GEOTHERMAL ENERGY TBK, ULUBELU – LAMPUNG

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ABSTRACT

This study aims to determine the effect of leadership, motivation and training on employee performance at PT Pertamina Geothermal Energy Tbk, Ulubelu - Lampung. This study is based on the current era of globalization that is developing in the increasingly diverse service sector for the welfare of society by paying attention to human resources (HR) in a company. Especially on company performance which greatly affects the size of the profits obtained by a company, therefore the company must be able to manage human resources well so that employees produce good performance for the company. The results of this study indicate that 1.) leadership has a positive and significant effect on employee performance. 2.) motivation has a positive but not significant effect on employee performance. 3.) training has a positive and significant effect on employee performance. 4.) leadership, motivation and training simultaneously have a positive and significant effect on employee performance. To achieve optimal performance, leaders need to provide comprehensive information regarding work implementation instructions and the company's vision. This is important so that employees feel more focused and involved in their respective tasks. In addition, attention to employee career development is crucial, because it can provide additional motivation in completing job responsibilities. By facilitating training that is appropriate to the qualifications of each position, organizations can significantly improve employee performance, so that employees are able to meet the targets set by the company. This approach creates synergy between individual development and organizational goals, which ultimately contributes to mutual success.

Keywords: Human Resources, Leadership, Motivation, Training, Employee Performance.

INTRODUCTION

The development of the industrial world in the era of globalization encourages companies to increase effectiveness and efficiency in various operational aspects, including in human resource management (c Prayogi & Lesmana, 2021). Amidst global competition and rapid technological advances, employee performance is a determining factor in the success of an organization. This is because human resources are not only technical implementers, but also the main drivers in achieving the company's vision and mission (Samar, 2024).

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PT Pertamina Geothermal Energy Tbk, Ulubelu - Lampung is one of the energy companies that plays an important role in the utilization of geothermal energy in Indonesia. As a company engaged in the renewable energy sector, the quality of employee performance greatly determines the sustainability and achievement of operational targets. However, based on initial observations and internal company data, there were indications of a decline in performance as reflected in the level of employee absence that was not optimal and the failure to achieve the main performance target (Key Performance Indicator) as a whole in 2023.

Some of the phenomena that are of concern include the low level of attendance at crucial functions such as operations and maintenance, as well as the minimal realization of financial targets and internal audits (Sokolic et al., 2024). In addition, there are also problems related to leadership that tends to change periodically, which causes a lack of continuity in leadership style and strategic direction to subordinates (Mohamed et al., 2025). This creates the need for a fairly long adaptation period for employees to get back in line with the new leader's vision. The following is employee absence at PT. Pertamina Geothermal Energy Tbk Ulubelu - Lampung:

Table 1. Employee Absences of PT. Pertamina Geothermal Energy Tbk Ulubelu – Lampung in 2023

Function / Position	goals	realized
General Manager	100%	87%
Operation Function	100%	70%
Maintenance Function	100%	67%
Business Support Function	100%	78%
HSSE Function	100%	66%
Government & Public Relation	100%	90%
Finance	100%	80%
Human Capital	100%	78%
SCM (Supply Chain Management)	100%	88%

Source: Data Processed, 2024

Work motivation that is not yet optimal is also one of the causes of low performance. The lack of a reward system and limitations in providing promotions or clear career paths make employees less motivated to give their best performance (Sitorus & Alam, 2024). Some employees are even known to have held the same position for more than five years without a change in status or career advancement, which can trigger boredom and decreased work enthusiasm.

The training aspect is also a concern in efforts to improve employee performance. Training carried out using online or e-learning models is not fully able to meet the practical needs of workers in

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the field (Yulis & Mary, 2022). The lack of direct interaction and lack of field experience in training causes low effectiveness in the transfer of new knowledge and skills. This causes a competency gap between job demands and employee actual abilities (Abimayu et al., 2023).

Given these various problems, it is important to explore how the role of leadership, motivation, and training simultaneously or partially affects employee performance improvement at PT Pertamina Geothermal Energy Tbk, Ulubelu - Lampung. This study is expected to provide a deeper understanding of the factors that influence performance and provide strategic recommendations for more optimal human resource management in the geothermal energy work environment.

LITERATURE REVIEW

a. Employee Performance

According to Nyakundi et al., (2021) performance is a form of employee contribution that is assessed from both quality and quantity aspects. In a company, performance is a benchmark for operational effectiveness as well as a reflection of the organization's success in achieving its targets.

Performance is influenced by various elements, such as individual competence, organizational support, and psychological aspects such as motivation and job satisfaction. Several important indicators in assessing performance include work volume, quality of work results, accuracy of task completion, attendance, and ability to work together in a team (Hilmansyah et al., 2021).

b. Leadership

Leadership can be defined as a person's ability to direct, influence, and coach team members to achieve certain goals. Jumady & Bungatang, (2023) explain that leadership plays an important role in creating teamwork synergy through effective communication and providing clear direction.

The leadership style applied in an organization greatly influences the work atmosphere and employee productivity. The transformational style, which emphasizes individual development and inspiration, has been empirically proven to increase employee motivation and work performance (Arisman, 2022).

c. Motivation

Motivation is an internal or external drive that triggers a person's enthusiasm in carrying out certain tasks. Zuama et al., (2023) distinguishes two types of work motivation, namely motivators

(intrinsic) and maintaining factors (extrinsic), both of which contribute to job satisfaction and effectiveness.

Good motivation will give rise to a sense of responsibility, commitment, and initiative in employees.

Conceptual Framework

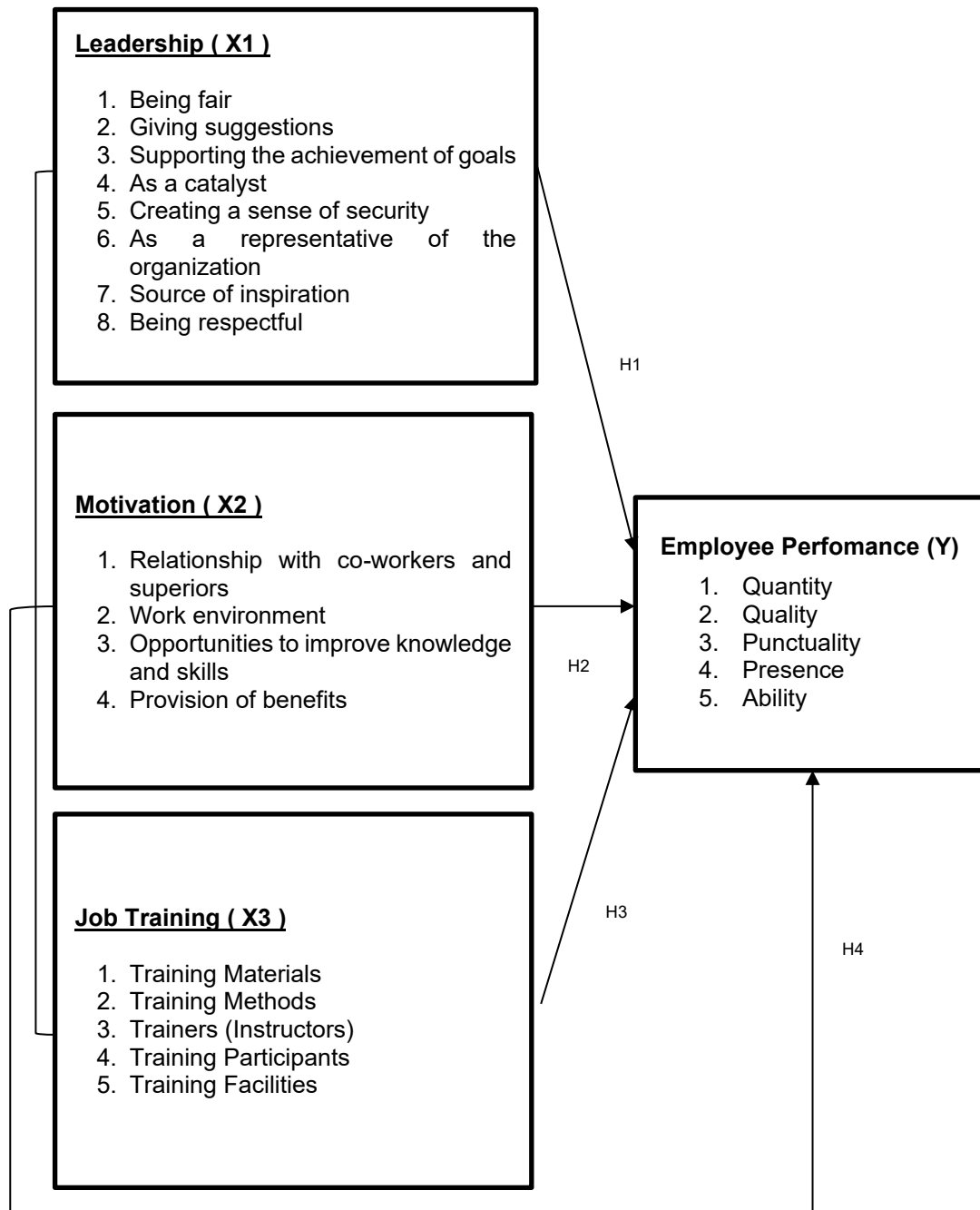


Figure 1. Conceptual Framework

METHODOLOGY

a. Types of Research

This study applies an associative quantitative approach, which aims to identify and analyze the relationship and influence between the variables studied (Kevin Febrian et al., 2016). The quantitative approach was chosen because its main focus is to assess how much influence the variables of leadership (X1), motivation (X2), and training (X3) have on employee performance (Y), both individually and simultaneously.

b. Population and Sample

This study uses all employees of PT Pertamina Geothermal Energy Tbk who work in the Ulubelu Area - Lampung as the population. This population selection was carried out because all employees at the location were considered relevant and in accordance with the research objectives to be achieved.

The sampling technique used was saturated or census sampling, namely all individuals in the population were used as respondents. This is possible because the population is limited and can still be fully reached. The total number of respondents in this study was 54 people, all of whom were permanent employees from various work units in the company.

Table 2. Population Data Based on Function/Position at PT Pertamina Geothermal Energy Tbk, Ulubelu – Lampung

Function / Position	Total Employees
General Manager	1
Operation Function	29
Maintenance Function	12
Business Support Function	2
HSSE Function	6
Government & Public Relation	1
Finance	1
Human Capital	1

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SCM (Supply Chain Management)	1
Total Employees	54

Source: Data Processed, 2024

c. Data Types and Sources

The data used in this study consists of two types, namely primary data and secondary data, both of which complement each other to support in-depth analysis and discussion.

1. Primary data was obtained directly through the distribution of questionnaires to respondents who had been selected based on certain criteria, with the aim of collecting relevant information in accordance with previously determined research variables.
2. Data was collected from various sources, such as internal company documentation, annual performance reports, and supporting academic literature, including scientific journals, reference books, and other publications relevant to the research topic, in order to strengthen the theoretical basis and empirical context in this study.

d. Data Analysis Techniques

The data analysis process was carried out using the multiple linear regression method to determine how much influence each independent variable has on the dependent variable. Several statistical tests used include:

1. Validity and reliability testing to ensure that the questionnaire used is feasible and consistent;
2. Classical assumption testing, including the normality test;
3. T-test to see the partial influence of each variable and the F-test to assess the influence simultaneously;
4. Coefficient of determination (R^2) test to measure how much the independent variable contributes to the dependent variable.

The entire analysis process was carried out with the help of the latest version of SPSS (Statistical Package for the Social Sciences) software.

RESULT AND DISCUSSION

a. validity test

Table 3. Leadership Validity Test Results (X1)

No Item	r_{hitung}	r_{tabel}	N	Validitas
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1	.662	0.270	54	Valid
2	.725	0.270	54	Valid
3	.661	0.270	54	Valid
4	.715	0.270	54	Valid
5	.759	0.270	54	Valid
6	.750	0.270	54	Valid
7	.842	0.270	54	Valid
8	.732	0.270	54	Valid
9	.567	0.270	54	Valid
10	.711	0.270	54	Valid

Source: data processed, 2024

Table 4. Motivation Validity Test Results (X2)

No Item	r _{hitung}	r _{tabel}	N	Validitas
1	.723	0.270	54	Valid
2	.682	0.270	54	Valid
3	.612	0.270	54	Valid
4	.618	0.270	54	Valid
5	.591	0.270	54	Valid
6	.462	0.270	54	Valid
7	.791	0.270	54	Valid
8	.811	0.270	54	Valid
9	.843	0.270	54	Valid
10	.731	0.270	54	Valid

Source: data processed, 2024

Table 5. Training Validity Test Results (X3)

No Item	r _{hitung}	r _{tabel}	N	Validitas
1	.879	0.270	54	Valid
2	.769	0.270	54	Valid
3	.880	0.270	54	Valid

4	.837	0.270	54	Valid
5	.699	0.270	54	Valid
6	.804	0.270	54	Valid
7	.781	0.270	54	Valid
8	.774	0.270	54	Valid
9	.712	0.270	54	Valid
10	.754	0.270	54	Valid

Source: data processed, 2024

The results of distributing questionnaires regarding leadership (X1), motivation (X2), training (X3), and employee performance (Y) analyzed using SPSS software show that the calculated r value is greater than the r table of 0.270. Thus, all items in the performance questionnaire are declared valid.

b. Reliability Test

Table 6. Reliability Test Results

Variabel	Alpha	Conbach Alpha	Keterangan
Kepemimpinan (X1)	.891	0.60	Reliabel
Motivasi (X2)	.879	0.60	Reliabel
Pelatihan (X3)	.930	0.60	Reliabel
Kinerja Karyawan (Y)	.924	0.60	Reliabel

Source: data processed, 2024

Based on the results of the reliability test shown in Table 4.6, all variables have a fairly high Alpha coefficient value, which exceeds 0.60. Thus, it can be concluded that all variables in the questionnaire are classified as reliable.

c. Multiple Linear Regression

Table 7. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.551	4.287		1.995	.052
1 X1	.343	.126	.369	2.714	.009

X2	.234	.145	.223	1.612	.113
X3	.256	.115	.281	2.222	.031

Source: data processed, 2024

Multiple Linear Regression Analysis:

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + e$$

$$Y = 8.551 + 0,343 X_1 + 0,234 X_2 + 0,256 X_3.$$

Interpretation of Regression Analysis Results:

α (8.551): Is a constant value that indicates the condition of Employee Performance (Y) when the variables Leadership (X1), Motivation (X2), and Training (X3) have not influenced. This means that if there are no independent variables, then Employee Performance remains the same.

β X1 (Leadership): The results of the analysis show that the better the leadership, the higher the employee performance. Leadership has the most significant influence compared to motivation and training.

β X2 (Motivation): Although good motivation tends to improve performance, statistically motivation does not have a significant effect on employee performance.

β X3 (Training): Good training contributes significantly to improving employee performance, showing an important role in this context.

d. coefficient of determination test

Table 8. Results of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.599	.575	3.13512

Source: data processed, 2024

Based on the table above, it is known that the variables of leadership (X1), motivation (X2), and training (X3) have a correlation coefficient value of 0.774 on employee performance (Y), which indicates a strong relationship between these variables. To find out how much influence the three variables have together on employee performance in percentage form, the determination coefficient (R^2) is used, which is $0.774^2 \times 100\% = 59.9\%$. This means that leadership, motivation, and training simultaneously contribute 59.9% to employee performance, while the remaining 40.1% is influenced by other factors not discussed in this study.

e. t-hypothesis Test (Partial)

Table 9. T-Test Results

Variabel	T-Hitung	T-Tabel	Kondisi	Kesimpulan
Ledership (X1)	2.714 Sig (0.009)	1.672 (0.05)	t-count>t-table	H1 Accepted
Motivation (X2)	1.612 Sig (0.113)	1.672 (0.05)	t- count <t-table	H2 Rejected
Training (X3)	2.222 Sig (0.031)	1.672 (0.05)	t- count >t-table	H3 Accepted

Source: data processed, 2024

Based on the results of the t-test analysis, the following conclusions were obtained:

1. The leadership variable has a positive and significant influence on employee performance, indicated by t-count $2.714 > t\text{-table}$ and significance $0.009 < 0.05$.
2. The motivation variable has a positive but not significant influence, because t-count $1.612 < t\text{-table}$ and significance $0.113 > 0.05$.
3. The training variable has a positive and significant influence on employee performance, with t-count $2.222 > t\text{-table}$ and significance $0.031 < 0.05$.

f. f-hypothesis Test (Simultaneous)

Table 10. Results of F-Statistic Test Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	735.089	3	245.030	24.929	.000 ^b
Residual	491.448	50	9.829		
Total	1226.537	53			

Source: data processed, 2024

Based on the table, the F-count value of $24.929 > F\text{-table } 2.79$ with sig. $0.000 < 0.05$, indicating that Leadership (X1), Motivation (X2), and Training (X3) simultaneously have a positive and significant effect on Employee Performance (Y).

Discussion**1. The Influence of Leadership on Employee Performance**

The results of the hypothesis test show that the t-count is $2.714 > t\text{-table}$ with a significance value of $0.009 < 0.05$. This proves that leadership has a positive and significant effect on employee performance.

This finding is consistent with the research of Paais & Pattiruhu (2020). The difference in results with Hasrun's research indicates the need for further study of the factors that influence performance.

2. The Influence of Motivation on Employee Performance

The t-count value of 1.612 <t-table and significance of 0.113> 0.05 indicate that motivation does not have a significant effect on employee performance, although the direction of the influence is positive. This result is in line with the research of Almawali et al. (2021), which also found no significant effect, indicating that motivation is not strong enough to consistently influence performance in this context.

3. The Effect of Training on Employee Performance

The hypothesis test shows a t-count of 2.222 > t-table and a significance of 0.031 <0.05, which means that training has a positive and significant effect on employee performance. This result is reinforced by the findings of Kaushal & Singh (2023) which show a positive effect of training on improving performance.

4. The Effect of Leadership, Motivation, and Training on Employee Performance

The simultaneous test (F test) produces an F-count of 24.929 > F-table 2.79 with a significance of 0.000 <0.05. This proves that together, leadership, motivation, and training have a positive and significant effect on employee performance at PT Pertamina Geothermal Energy Tbk Ulubelu - Lampung. These three variables can collectively increase or decrease employee performance.

CONCLUSION AND SUGGESTION

a. Coclusion

Based on the results of the study on the influence of leadership, motivation, and training on employee performance at PT. Pertamina Geothermal Energy Tbk Ulubelu - Lampung, it is concluded that leadership has a positive and significant influence on employee performance, in line with the findings of Rahman et al. (2023) and Pangayom & Kusmaningtyas (2023) who emphasize the importance of the role of leadership in driving productivity and company strategy. Meanwhile, motivation shows a positive but insignificant influence, which means that motivation does not necessarily improve performance directly, as explained by Nabi et al. (2017) and Kartinah (2021), that the influence of motivation is often influenced by other factors such as limited human resources. On the other hand, training has been shown to have a positive and significant effect on performance, because good training can develop technical skills and soft skills, supporting work efficiency as explained by Safitri (2019). Simultaneously, the three independent variables—leadership, motivation, and training—have a positive

and significant effect on employee performance, indicating that the combination of the three complements each other and contributes comprehensively to improving individual and team performance, as supported by the findings of Etikawati et al. (2019) and SPSS data processing results.

b. Suggestion

PT Pertamina Geothermal Energy Tbk Ulubelu - Lampung is advised to increase attention to the role of leaders, especially in conveying information and work instructions clearly in order to create an effective working relationship between leaders and employees. The responsibility of leaders in managing company operations needs to be maintained because it contributes to improving employee performance. In addition, companies also need to focus on career development to motivate employees in completing their tasks, as well as maintaining cleanliness and workspace layout in order to create a comfortable working environment. Training facilities also need to be adjusted to the position and duties of employees, and training materials must continue to be developed to be in line with work responsibilities and able to improve performance. For further researchers, this study is expected to be a theoretical and practical basis for further exploration with a wider scope, both in terms of the number of respondents, variables, and objects of study, in order to obtain a deeper understanding and more relevant results in the development of science and practice in the field.

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