

THE INFLUENCE OF LEADERSHIP AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH TRAINING MEDIATION AT LAND OFFICE, MALANG DISTRICT

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Abstract

In the contemporary generation of globalization, the sector of labor really calls for human assets who've competence, creativity and enjoy in running to guide the fulfillment of an organization. Thus the elements so one can form and enhance the competence of human assets are thru management and reimbursement whose effects are high-quality and huge to worker overall performance thru education mediation. The reason of this take a look at is to decide the impact of management and reimbursement on worker overall performance via way of means of mediating education partially. The form of studies used on this studies is descriptive studies the use of a quantitative technique method. To gain the statistics used on this take a look at the use of number one statistics, particularly thru the distribution of questionnaires, The quantity of respondents taken on this take a look at had been 37 everlasting worker respondents who labored on the Malang District Land Office. The sampling approach on this take a look at used purposive sampling. Testing turned into accomplished the use of SPSS software. After being analyzed, the effects of the primary evaluation display that management has a high-quality and huge impact on education. Compensation has a high-quality and huge impact on education. Training has no impact and isn't huge on worker overall performance. Leadership has a high-quality and huge impact on worker overall performance. Compensation has no impact and isn't huge on worker overall performance. Leadership has a high-quality and huge impact on worker overall performance mediated via way of means of education and reimbursement has no impact and isn't huge on worker overall performance mediated via way of means of education. This study has implications that the Malang Regency Land Office has leaders who are able to set an example and are able to generate motivation for employees to improve their performance. Furthermore, it is recommended to develop other variables that can improve employee performance outside the variables of leadership, compensation and training that have been studied. Other variables that need to be examined include work motivation, leadership style, job satisfaction, organizational commitment, etc. This study has implications that the Malang Regency Land Office has leaders who are able to set an example and are able to generate motivation for employees to improve their performance. Furthermore, it is recommended to develop other variables that can improve employee performance outside the variables of leadership, compensation and training that have been studied. Other variables that need to be examined include work motivation, leadership style, job satisfaction, organizational commitment, etc.

Keywords: Employee Performance, Leadership, Compensation, Training

INTRODUCTION

Human sources are one of the essential elements in an organization. As one of the essential factors withinside the organization, of course, human sources need to be controlled nicely for you to boom the effectiveness and performance of the organization. Thus human sources are the principle asset that need to be controlled professionally. One thing of human sources this is controlled is the thing of behavior, similarly to bodily factors and skills. According to Bangun (2015) states that, "Performance is the end result of labor accomplished via way of means of someone primarily based totally on task requirements". According to Hasibuan (2012:170), "Leadership is a manner to steer subordinates, in order that they need to paintings collectively and paintings productively to acquire the desires of the organization". Good management can have an awesome and high quality effect at the overall performance of its personnel. Like if an awesome chief will continually be aware of his personnel to enhance their overall performance. In wearing out day by day tasks, leaders can enhance worker overall performance via schooling. In this situation management can have an effect on worker overall performance both immediately or circuitously or via schooling intermediaries. So that if management improves schooling, the ensuing overall performance may also be better. According to Simamora (2006: 64), "Compensation is remuneration supplied via way of means of the employer to personnel who may be valued in cash and have a propensity to take delivery of regularly". With the compensation provided by the company to employees, it will certainly have a positive impact that is able to provide benefits, both for the company and for employees. Compensation can also improve training so that the resulting performance is getting better. In this case, compensation has a direct and indirect effect on employee performance, in carrying out daily work activities, compensation can affect employee performance through training. So that if compensation increases training, the resulting performance will be better.

According to Andrew E. Sikula in Mangkunegara (2013: 44), "Training (education) is a short-time period academic procedure that makes use of systematic and prepared processes wherein non-managerial personnel examine technical know-how and talents inside confined objectives". In addition to management and compensation, there may be additionally education that influences worker overall performance due to the fact if in a enterprise or company suitable education is carried out, it'll clearly have an effect on the ensuing overall performance. Because education is a procedure through which human beings obtain sure capabilities to assist obtain organizational goals. Therefore, this procedure is tied to diverse organizational goals, education may be considered narrowly or broadly.

Based on the results of observations made, the performance of employees at the Land Office of Malang Regency, which is characterized by timeliness in completing the work given. Namely in terms of completing work such as making land certificates, carrying out measurements, cadastral mapping and surveys. In this case the employee carries out the work but is late in completing it, in the implementation of daily activities the employee always works but in the completion it is sometimes not completed at a set time target or is late seen from these conditions indicating that there is a performance problem, for this reason research is needed to analyze causes of employee performance problems.

LITERATURE REVIEW

Employee Performance

According to Bangun (2015) states that, "Performance is the end result of labor

accomplished with the aid of using someone primarily based totally on process requirements"

According to Bangun (2015) performance indicators include:

- 1) *Quantity*(Number of work), namely the amount of work that can be done in one period determined by the company or agency.
- 2) *Quality*(Quality of work), namely the quality of work produced by employees based on the conditions set by the organization.
- 3) *Precision time*(Timeliness), namely timely completion of work within a predetermined period.
- 4) *Attendance*(Attendance), namely the presence of employees in completing work according to a predetermined time.
- 5) *Team work*(Cooperation ability), namely in completing work not all work can be completed individually, in certain jobs requires teamwork to complete the work.

Leadership

According to Hasibuan (2012: 170), "Leadership is a way to influence subordinates, so they want to work together and work productively to achieve the goals of the organization".

The leadership indicators according to (Hasibuan, 2012: 170) are:

- 1) Analytical ability, namely as a leader he must be able to analyze in determining the steps in achieving goals.
- 2) Exemplary, namely a leader must be able to set a good example or role model with simplicity to his employees so they are not too royal.
- 3) Rational and objectivity, namely a leader should be able to be rational in setting goals and in assessing employees should be objective.
- 4) Work instructions, namely as a leader in compiling steps in the process of achieving goals must be programmed, structured, and conceptualized.
- 5) The ability to listen to suggestions, namely as a democratic leader must be able to listen to his subordinates so as to avoid authoritarianism.
- 6) Communication skills, namely a leader must be able to communicate when delivering orders to his employees.
- 7) Division of tasks, namely a leader must be able and able to adapt to the work environment in order to be able to create a conducive working environment in the division of tasks.
- 8) Firmness in acting, namely being a good leader in making decisions, he must be able to be firm without compromise so that his subordinates can respect him.

Compensation

According to Simamora (2006: 64), "Compensation is remuneration supplied through the employer to personnel who may be valued in cash and will be inclined to take delivery of regularly".

According to Mathis and Jackson in Timoti Hendro (2016) Compensation in this study can be measured by the following indicators:

- 1) Base salary, the basic compensation that an employee can receive, usually as a salary or wages, is called base salary.
- 2) Variable salary, compensation associated with the performance produced by individuals, groups as well as organizational performance. The most common type of this type of salary for employees are bonus and incentive payment programs.
- 3) Benefit, an award program for employees as part of the company's benefits. Purpose of giving benefits is to maintain and improve work productivity in order to increase.

Indirect compensation is remuneration received by workers in forms other than direct wages or salaries such as benefits. Benefits are oblique benefits, together with fitness insurance, excursion pay, and retirement benefits, given to personnel or a collection of personnel as a part of their club within the organization.

Training

According to Sikula in Mangkunegara (2013: 44), "Training (education) is a short-time period academic system that makes use of systematic and prepared tactics in which non-managerial personnel examine technical know-how and competencies inside confined goals".

Training signs consistent with Mangkunegara (2013: 62), consist of the following:

- 1) Training goals The education goals should be concrete and measurable, consequently the education might be held aim. For improve cooperation in order that contributors are capable of reap the most predicted overall performance and might growth contributors' know-how of the paintings ethic that has been implemented.
- 2) Material Training substances can normally be within the shape of: management (management), script layout, paintings psychology, paintings communication, paintings area and ethics, paintings management and paintings reporting.
- 3) Method In supplying education the use of education strategies with participatory techniques, particularly institution discussions, conferences, simulations, function playing (demonstrations) and games, in-elegance exercises, tests, teamwork and observe visits (comparative studies).
- 4) Participant qualifications Participant education is employee companies/businesses that meet the qualification necessities which includes everlasting personnel and normally personnel who've acquired pointers from the management.
- 5) Trainer qualifications Trainers/teachers who will offer education substances should meet the qualification necessities, including: having know-how associated with education substances and being capable of generate motivation and be capable of use participatory strategies.

METHODOLOGY

The studies technique used on this studies is quantitative descriptive studies. In this studies tool became made the usage of a Likert scale with 5 scales. The populace on this examine had been all personnel of the Malang Regency Land Office, totaling 129 people. The pattern on this examine had been 37 people. The tool used on this studies became a questionnaire. The sampling approach used on this studies is purposive sampling approach. Data processing the usage of SPSS software program model 22. Analysis strategies the facts used is course evaluation (Path Analysis), conventional assumption test, speculation checking out and evaluation of the coefficient of determination (R²).

RESULTS AND DISCUSSION

After accumulating data, a direction evaluation is done to decide the importance of the direct and oblique have an effect on exerted through the unbiased variables (management and compensation) and mediating variables (training) at the established variable on worker performance. Analysis using SPSS version 22.

Table 1. Structural Path Analysis I

Model	Coefficient regression (b)	std. error	Sig. T
Const	4,196	4,626	.371
X1 : Leadership	.251	.071	.001
X2 : Compensation	.830	.164	.000
R Square (R2)	.689		
Adjusted R Square	.671		
F-count	37,704		
Sign- F	0.000b		

Model I direction coefficient: Based at the output of the regression version I withinside the coefficient desk section, it may be visible that the large values of the 2 variables are X1 = 0.001 and X2 = 0.000, that is much less than 0.05. These outcomes finish that withinside the regression version I the variables X1 and X2 have a large impact on Z. The cost of R2 or R Square contained withinside the version precis desk is 0.689, this shows that the contribution or have an effect on of the variables X1 and X2 is 68.9% at the same time as the final 31.1% is contributed via way of means of different variables now no longer tested on this study. Meanwhile, the cost of e1 may be discovered the usage of the formula = $\sqrt{1-0.689} = 0.557$. Thus the diagram of the shape direction version I may be acquired as follows:

Figure : Structural Model I

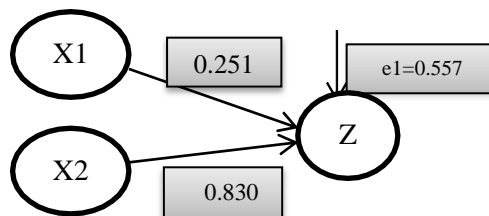


Table 2. Structural Path Analysis II

Model	Coefficient regression (b)	std. error	Sig. T
const	16,827	5,941	.008
X1 : Leadership	.365	.105	.001
X2 : Compensation	-.453	.276	.110

Z : Training	.302	.218	.175
R Square (R2)	.467		
Adjusted R Square	.419		
F-count	9,644		
Sign- F	0.000b		

Based on the output of the regression model II in the coefficient table section, it is known that the significant values of the three variables are $X1 = 0.001 < 0.05$, $X2 = 0.110 > 0.05$ and $Z = 0.175 > 0.05$. These consequences finish that the variable X1 has a substantial impact on Y, even as the variables X2 and Z haven't any impact on Y. The value of the R2 or R Square fee contained withinside the version precis desk is 0.467. This shows that the contribution of the variables X1, X2 and Z is 46.7%, even as the ultimate 53.3% is the contribution of the variables now no longer tested on this study. While the fee of $e2 = 1 - 0.467 = 0.730$. Thus, the direction diagram of the shape version II may be received as follows:

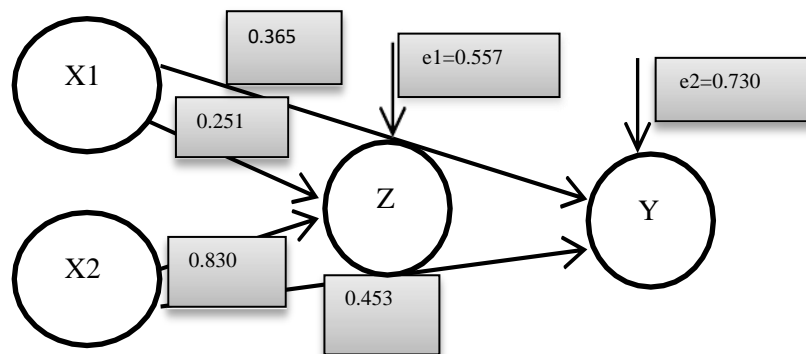


Image : Structural Model II

Direct Influence

- 1) Effect of X1 on Z: From the analysis above, a significant value of X1 is $0.001 < 0.05$. So it can be interpreted that there is a direct influence between X1 on Z.
- 2) The effect of X2 on Z: From the analysis above, a significant value of X2 is $0.000 < 0.05$. So it can be interpreted that there is a direct influence between X2 on Z.
- 3) The effect of X1 on Y: From the analysis above, a significant value of X1 is $0.001 < 0.05$. So it can be interpreted that there is a direct influence between X1 on Y.
- 4) The effect of X2 on Y: From the analysis above, a significant value of X2 is $0.110 > 0.05$. So it can be interpreted that directly X2 has no effect on Y.
- 5) The effect of Z on Y: From the analysis above, a significant Z value is obtained of $0.175 > 0.05$. So it can be interpreted that directly Z has no effect on Y.

Indirect Influence

- 1) Analysis of the have an impact on of X1 on Y thru Z: It is understood that the direct have an impact on exerted with the aid of using X1 on Y is 0.365. Meanwhile, the oblique impact of X1 thru Z on Y is the addition of the beta fee of X1 on Z and the beta fee of Z on Y, namely: $0.251 \times 0.302 = 0.076$. Then the overall impact given with the aid of using X1 on Y is at once brought to the oblique impact, namely: $0.365 + 0.076 = 0.441$. Based at

the calculation consequences above, it's far recognized that the direct impact fee is 0.365 and the oblique impact is 0.441, this means that that the oblique impact fee is more than the direct impact fee. These consequences imply that circuitously variable X1 thru Z has a sizeable have an impact on on Y.

- 2) Analysis of the have an impact on of X2 on Y thru Z: It is understood that the direct have an impact on exerted with the aid of using X2 on Y is -0.453. Meanwhile, the oblique impact of X2 thru Z on Y is the addition of the beta fee of X2 on Z and the beta fee of Z on Y, namely: $0.830 \times 0.302 = 0.251$. Then the overall impact given with the aid of using X1 on Y is at once brought to the oblique impact, namely: $-0.453 + 0.251 = -0.202$. Based at the calculation consequences above, it's far recognized that the direct impact fee is -0.453 and the oblique impact is -0.202, this means that that the oblique impact fee is smaller than the direct impact fee. These consequences imply that circuitously the variable X2 thru Z has no sizeable impact on Y.

Table 3. ResultsR2 Structural I

Summary modelb				
Model	R	R Square	adjusted R Square	std. Error of the Estimates
1	.830a	.689	.671	2,396

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

Based on the table above, the coefficient of determination (R²) is 0.689 and the adjusted R square is 0.671. While the rest ($100\% - 68.9\% = 31.1\%$) is a contribution outside the regression equation or variables not examined

Table 4. ResultsStructural R2 II, Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.683a	.467	.419	3,041

a. Predictors: (Constant), Training, Leadership, Compensation
 b. Dependent Variable: Employee Performance

Based on the table above, the coefficient of determination (R²) is 0.467 and the adjusted R square is 0.419. While the rest ($100\% - 46.7\% = 53.3\%$) is a contribution outside this regression equation or a variable that is not examined.

Figure 1. Structure Normality Test I

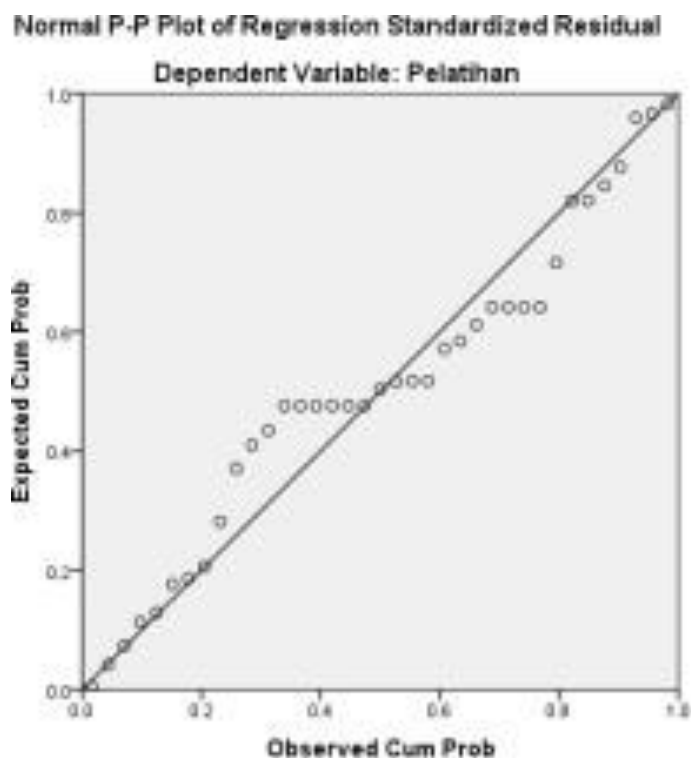
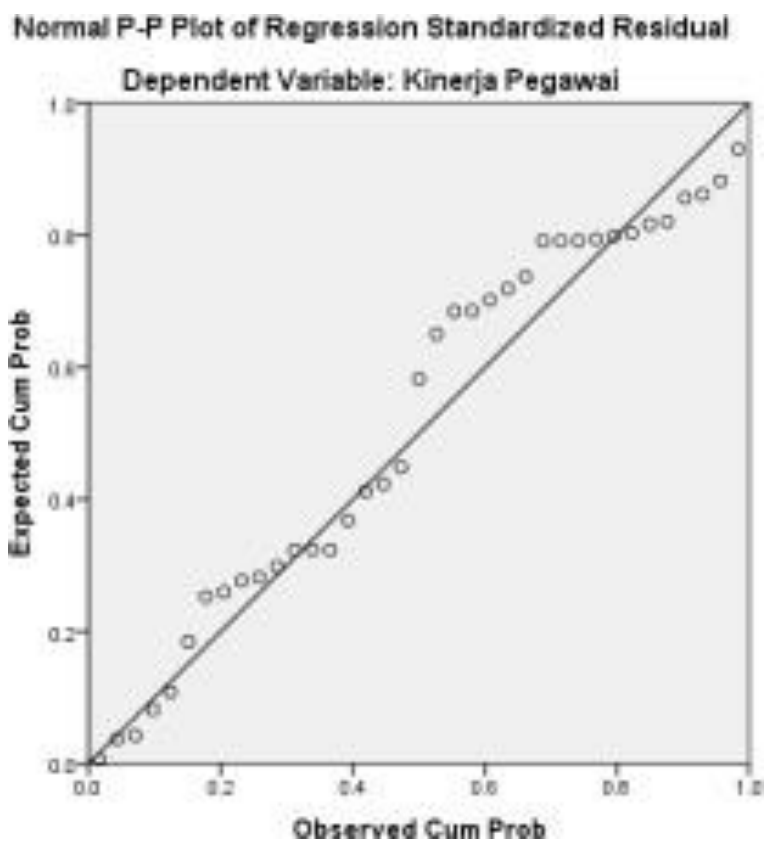


Figure 2. Structure Normality Test II



The data graph above shows the data in equations I and II the data is spread around the diagonal line and its spread follows the diagonal line, this shows that the data distribution is said to be normal. Thus the regression model is feasible to use in this study.

Table 5. Structure Multicollinearity Test I

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
pin leadership	0.743	1.345	Not occur multicollinearityUS
compensationsi	0.743	1.345	Not occur multicollinearityUS

Table 6. Structure Multicollinearity Test II

Variable	Collinearity Statistics		Information
	tolerancece	VIF	
Leadershipan	0.544	1,839	There is no multicollinearity US
Compensation	0.425	2,354	Not occur multicollinearityUS
Training	0.311	3,218	There is no multicollinearity US

Based on the table of equations I and II above, it can be seen that the leadership, compensation and training variables are free from multicollinearity. This can be seen in the collinearity statistics table showing that the independent variable has a VIF (Volume inflation factor) value of <10 , which means that this independent variable can be used to determine the effect of the dependent variable.

Figure 3. Structure Heteroscedasticity Test I

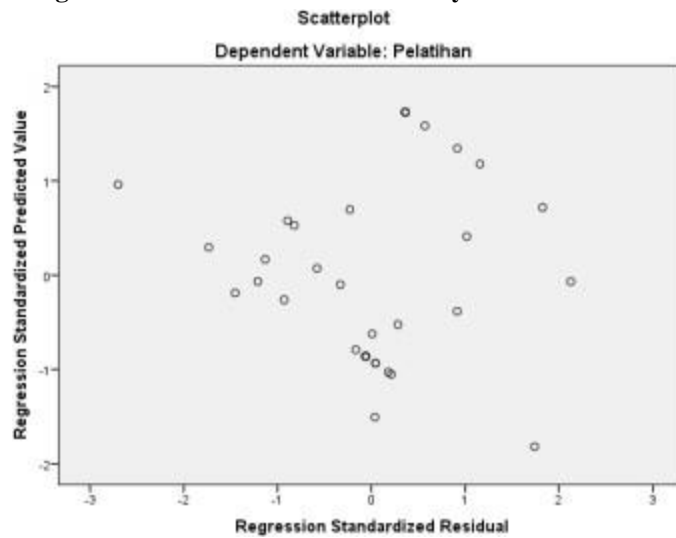
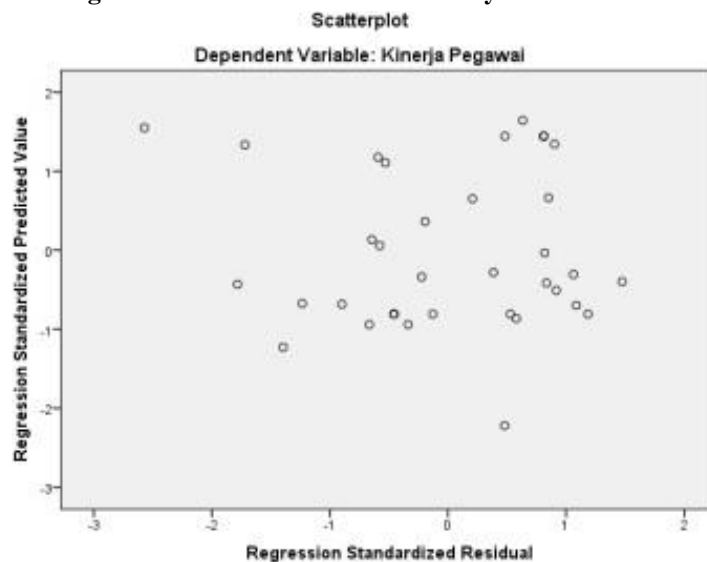


Figure 4. Structure Heteroscedasticity Test II



In the graphic above from equations I and II, it can be seen that the data are randomly distributed without forming a clear pattern. So it can be said that there is no heteroscedasticity, so this regression model is feasible to use.

The Influence of Leadership on Training

Leadership variable (X1) influences training (Z) at the Malang District Land Office. This shows that leadership has a positive and significant effect on training. This means that the leadership role of the Malang District Land Office in providing training is very good.

In terms of showing that leadership influential to training, because if a good leader will have a good impact during training, leadership is a way to influence other people and training is a process of developing skills and knowledge therefore, if the provision of leadership training gives a good influence it will certainly have an impact on the training so that the objectives of the training can be achieved optimally. The number of employees who lack skills and understanding, this shows that the leadership in the agency is not running optimally so that the provision of training is less than optimal which has an impact on employees who are less skilled and understand in completing the work assigned to these employees.

The results of this study are in line with research conducted by Nurdin (2019) which states that there is a positive and significant influence between leadership and training on employee performance.

H1 : Leadership (X1) influences training (Z)

Influence Compensation Against Training

The repayment variable (X2) has an impact on education (Z) on the Malang District Land Office. This indicates that repayment has a advantageous and big impact on education. In this situation it indicates that if the repayment or remuneration is according with the paintings finished, it's going to absolutely be a motivation for personnel to enhance their abilities and know-how thru education held on the agency. At the Malang Regency Land Office, the payroll is according with the class/role of the worker and additionally the wages are in keeping with the paintings finished in order that it motivates personnel to enhance their abilities and know-how thru education in order that the ensuing overall performance is getting better. The effects of this examine are consistent with studies performed with the aid of using Anugrah (2020) which states that education and repayment have a advantageous and big impact on worker overall performance.

H2 : Compensation (X2) affects training (Z)

Effect of Training on Employee Performance

The schooling variable (Z) has no impact on worker overall performance (Y) on the Malang District Land Office. This suggests that schooling has no impact and isn't massive on worker overall performance. This method that the better or decrease the supply of schooling will now no longer have an effect on worker overall performance due to the fact in sporting out paintings operations each day on the Malang Regency Land Office the schooling has been found out thru the abilities and additionally the knowledge of personnel in finishing the paintings given. This studies is consistent with studies performed with the aid of using Sukmawati, dkk (2020) declaring that schooling has a nice however now no longer massive impact at the overall performance of the personnel of the Al Muhajirin Indah Foundation.

H3: Training (Z) has no effect on employee performance (Y)

The Influence of Leadership on Employee Performance

Leadership variable (X1) influences employee performance (Y) at the Malang District Land Office. This shows that leadership has a positive and significant effect on performance. Thus firm leadership and being able to analyze problems and be able to make decisions in solving problems will have an impact on employee performance. Leaders at the Malang Regency Land Office who are firm in giving instructions while working are supported by leadership who can be firm in making decisions and be firm with their employees and are able to set an example for employees in completing their work so as to be able to encourage employee performance in this agency.

If leadership in an organization can run well, that is, it can influence its employees well to complete their work, the resulting performance will be even better. Leaders and employees are very influential on the organization. Leadership greatly influences employee performance because leadership is a way to influence other people in this case if leadership gives a bad influence it will certainly affect the resulting employee performance and vice versa if leadership gives good influence and impact it will certainly affect employee performance so that good performance produced will be better.

The outcomes of this have a look at are in keeping with studies carried out with the aid of using Ni Lurah dkk(2020) states that management in part impacts worker overall performance. Research carried out with the aid of using Nurdin (2019) states that there's a advantageous and massive impact of management at the overall performance of Bank DKI Jakarta employees. Research carried out with the aid of using Dongoran and Husrizal (2021) states that management has a advantageous and massive impact on worker overall performance at PT POS Indonesia Medan.

H4: Leadership (X1) influences employee performance (Y)

Effect of Compensation on Employee Performance

The compensation variable (X2) has no effect on the performance of the employees produced at the Malang District Land Office. This shows that compensation has no effect nor is it significant on employee performance. In this case it shows that the data collected failed to prove the link between compensation and employee performance. However, that does not mean that compensation has no effect on improving employee performance, but that the sample data failed to prove this relationship. This means that the higher or lower the compensation will not affect employee performance because employees feel that although not through compensation they can be disciplined in improving their performance.

This research is in line with research conducted by Risza Putri Elburdah (2020) which states that compensation has an insignificant effect on employee performance.

H5 : Compensation (X2) has no effect on employee performance (Y)

Influence Leadership To Employee Performance Mediated Training

The management variable (X1) has an impact on worker overall performance mediated via way of means of education (Z) on the Land Office of Malang Regency. This suggests that management has a advantageous and sizable impact on worker overall performance via way of means of mediating education. This method that management will enhance education so it'll have an effect on worker overall performance. If management offers an excellent effect whilst presenting education it'll have an effect at the overall performance of the ensuing employees. In this example the management offers impact whilst presenting education in order that education is capable of enhance the overall performance of the ensuing employees. The effects of this examine are in step with studies carried out via way of means of Riza Putri

Elburdah (2020) which states that management has a advantageous and sizable impact on worker overall performance and reimbursement has a trifling impact on worker overall performance. Research carried out via way of means of Debby Endayani Safitri (2019) states that education has a advantageous and sizable impact on worker overall performance. Research carried out via way of means of Sugeng Sukoco, Satria Tirtayasa, Hazmanan Khair Pasaribu (2020) states that management, incentives and education have a sizable impact on overall performance on the Mandiri Syariah Bank Office, Pematang Siantar Branch.

H6: Leadership (X1) influences employee performance (Y) mediated by training (Z)

The Effect of Compensation on Employee Performance Mediated by Training

Compensation variable (X2) has no impact on worker overall performance mediated via way of means of education on the Malang District Land Office. This indicates that repayment has no impact and isn't always substantial on worker overall performance mediated via way of means of education. This way that repayment can't boom education so it'll now no longer have an effect on worker overall performance. Because in this example the better or decrease repayment does now no longer have an effect on the supply of education and does now no longer have an effect on worker overall performance. This is due to the fact personnel paintings now no longer most effective to are trying to find repayment so it could be stated that repayment can't enhance education and does now no longer have an effect on worker overall performance. This studies is in keeping with studies performed via way of means of Elburdah (2020) which states that repayment has a mere impact on worker overall performance.

H7: Compensation (X2) has no effect on employee performance (Y) mediated by training (Z).

CONCLUSION AND RECOMMENDATION

Conclusion

Based at the consequences of the studies that became mentioned withinside the preceding chapter, associated with the Influence of Leadership and Compensation on Employee Performance via way of means of Mediating Training on the Malang District Land Office, it may be concluded that:

- 1) Based at the consequences of checking out the primary speculation, it became discovered that management in part had a nice and great impact on schooling on the Malang District Land Office. This method that if an amazing chief may have an amazing effect at some point of schooling, management is a manner to steer different humans and schooling is a procedure of growing capabilities and expertise therefore, if withinside the provision of management schooling offers an amazing affect it'll sincerely have an effect at the schooling so the targets of the schooling may be executed optimally.
- 2) Based at the consequences of checking out the second one speculation, it became discovered that reimbursement had a nice and great impact on schooling on the Malang District Land Office. This method that if the supply of reimbursement or remuneration is according with the paintings completed, it'll sincerely be a motivation for personnel to enhance their capabilities and information via schooling held on the agency.
- 3) Based at the consequences of checking out the 1/3 speculation, it became discovered that schooling had no impact and became now no longer great on worker overall performance. This method that the better or decrease the schooling furnished will now no longer have an

effect on worker overall performance.

- 4) Based at the fourth speculation checking out, it became discovered that management has a nice and great impact at the overall performance of personnel of the Malang District Land Office. This method that management is an critical component in an enterprise in reaching the preferred goals, if a pacesetter is capable of act in making selections in fixing issues and is company in giving paintings commands then personnel could be capin a position to finish their paintings and may enhance their overall performance.
- 5) Based at the consequences of checking out the 5th speculation, it became discovered that reimbursement has no impact neither is it great on worker overall performance. The which means is that despite the fact that the better or decrease the reimbursement supplied will now no longer have an effect on worker overall performance. Because personnel paintings now no longer best to get reimbursement.
- 6) Based at the consequences of checking out the 6th speculation it became discovered that management had a nice and great impact on worker overall performance mediated via way of means of schooling on the Malang District Land Office. This method that management will enhance schooling so it'll have an effect on worker overall performance.
- 7) Based at the consequences of checking out the 7th speculation, it became discovered that reimbursement had no impact and became now no longer great on worker overall performance mediated via way of means of schooling on the Malang District Land Office. This method that reimbursement can not growth schooling so it'll now no longer have an effect on worker overall performance. Because in this example the better or decrease reimbursement does now no longer have an effect on the supply of schooling and does now no longer have an effect on worker overall performance..

Recommendation

To improve the performance of employees of the Malang Regency Land Office, according to the analysis it is suggested as follows:

- 1) If seen from the results of the frequency distribution on the performance indicators that need to be considered are the attendance items. This shows that the Malang Regency Land Office related to attendance is still lacking or low. So the researchers suggest for the Malang Regency Land Office to pay more attention to the presence of each employee with the aim that employees can be more disciplined.
- 2) If seen from the results of the frequency distribution on the leadership indicators that need to be considered are the rationality items. This shows that the Malang District Land Office related to rationality is still lacking or low. So the researchers suggest to the Malang District Land Office, to review rationality and objectivity so that leaders are more rational and objective in assessing employees.
- 3) If seen from the results of the frequency distribution on the compensation indicators that need to be considered are the benefit items. This shows that the Malang Regency Land Office regarding benefits is still lacking or low. So the researchers suggested to the Malang Regency Land Office, to pay attention again regarding the benefits provided to employees, with the aim that employees can improve their performance.
- 4) If seen from the results of the frequency distribution of the training indicators that need to be considered are the participant qualification items. . This shows that the Malang Regency Land Office is related to qualifications participants are still relatively less or low. So the researchers suggested to the Malang Regency Land Office, to pay more attention to the

qualifications of participants in training activities, with the aim that the training provided is appropriate and appropriate for employees to improve their skills and understanding of work completion.

- 5) For future researchers, it is suggested to develop other factors that affect employee performance beyond the factors that have been studied, for example, work motivation, leadership style, job satisfaction, organizational commitment or others

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