

THE INFLUENCE OF LEADERSHIP STYLE, TRAINING, ORGANIZATIONAL CLIMATE, ON EMPLOYEE PERFORMANCE AT PT SPECTRUM LINTAS SERVICE BATAM

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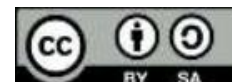
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ABSTRACT

This study aims to determine the effect of leadership style, training, and organizational climate on employee performance at PT Spectrum Lintas Service. The research method used was a quantitative method with descriptive and associative approaches. The population in this study consisted of 100 employees, and a saturated sampling technique was applied so that all members of the population were used as research samples. Data were collected through questionnaires using a Likert scale and processed using IBM SPSS Statistics 25. The data analysis techniques included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination (R^2). The results showed that leadership style had a positive and significant effect on employee performance with a t-value of 4.185 and a significance value of 0.000. Training had a positive and significant effect on employee performance with a t-value of 2.763 and a significance value of 0.007. Organizational climate also had a positive and significant effect on employee performance with a t-value of 6.422 and a significance value of 0.000. Simultaneously, leadership style, training, and organizational climate had a significant effect on employee performance with an Fvalue of 158.059 and a significance value of 0.000. The coefficient of determination (R^2) value of 0.832 indicated that 83.2% of employee performance was influenced by leadership style, training, and organizational climate.

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INTRODUCTION

Human resource management has a very important role in improving organizational effectiveness and efficiency. According to (Ilham Yudha Pradana, Hasto Joko Nur Utomo 2021), effective human resource management can enhance organizational productivity and performance through competency development and appropriate leadership. Human resources are the company's primary asset, playing a crucial role in carrying out all organizational activities to achieve established goals. In an era of increasingly intense business competition, companies are required to manage human resources optimally in order to improve productivity

and maintain competitiveness. This is particularly important in service companies, where the quality of human resources is a key factor determining organizational success, as the services provided depend heavily on employees' capabilities and performance.

Employee performance is one of the most important indicators used to assess the success of human resource management. According to (Permana and Lestari 2023), employee performance is the result of work influenced by various organizational factors, such as leadership, training, and organizational climate. Good performance contributes positively to the achievement of organizational goals, while poor performance may hinder operational activities. Therefore, companies need to pay attention to factors that influence employee performance so that employees can work optimally and deliver the best results.

Several factors influence employee performance, including leadership style, training, and organizational climate. Leadership style refers to a leader's ability to influence, direct, and motivate employees in achieving organizational objectives. According to (Susanti, Oktarina, and Ratnasari 2022), leadership style has a positive and significant effect on employee performance because leaders who provide clear direction, effective communication, and motivation can enhance employees' enthusiasm and productivity. Leaders who are capable of guiding and motivating employees create a positive work environment that encourages high performance. Conversely, inappropriate leadership styles may reduce employee motivation and productivity.

In addition to leadership style, training is also an important factor in improving employee performance. Training aims to enhance employees' skills, knowledge, abilities, and competencies in performing their duties. According to (Panigoro, Hasiru, and Adam 2022), training has a positive effect on employee performance, as it improves employees' capabilities and helps them perform their tasks more effectively. Through effective training programs, employees can work more professionally, better understand their responsibilities, and adapt to technological developments and organizational needs. Continuous training can also increase employees' confidence and work quality, which ultimately contributes to improved performance.

Another important factor is organizational climate. Organizational climate refers to the work environment conditions perceived by employees in carrying out their daily activities. According to (Rahardjo 2019), organizational climate has a positive effect on employee performance because a conducive work environment can increase motivation, comfort, and productivity. A positive organizational climate creates a comfortable and harmonious workplace that supports cooperation among employees. Such an environment enhances employee morale, loyalty, and job satisfaction, leading to better performance. On the other hand, an unfavorable organizational climate may lead to conflicts, reduced motivation, and obstacles to achieving organizational goals.

Research conducted by (Efendi 2020) found that leadership style has a positive and significant effect on employee performance. The study revealed that the better the leadership style implemented within an organization, the higher the level of employee performance achieved. These findings highlight the importance of leadership in improving employee performance within organizations.

Based on the above discussion, this study aims to examine and analyze the influence of leadership style, training, and organizational climate on employee performance at PT Spectrum

Lintas Service. The findings are expected to provide valuable insights for the company as an evaluation tool to improve human resource management practices, enhance employee performance, and support the achievement of organizational goals more effectively.

RESEARCH METHODOLOGY

This study uses a quantitative method with a descriptive and associative approach. The descriptive approach is used to describe the condition of the research variables, while the associative approach is used to determine the effect of the independent variables on the dependent variable. The population in this study consists of all employees of PT Spectrum Lintas Service, totaling 100 people. The sampling technique used is saturated sampling, where the entire population is used as the research sample. Thus, the number of samples in this study is 100 respondents.

Data collection techniques in this study were carried out through:

1. Questionnaire, used to obtain primary data from respondents related to the research variables.
2. Observation, conducted by directly observing the conditions and activities within the company environment.
3. Literature review, conducted by studying books, journals, scientific articles, and previous research relevant to the study.
4. Data analysis in this study includes:
5. Validity test, to determine the level of validity of the research instrument.
6. Reliability test, to determine the consistency level of the research instrument.
7. Classical assumption tests, consisting of normality test, multicollinearity test, and heteroscedasticity test.
8. Multiple linear regression analysis, to determine the effect of independent variables on the dependent variable.
9. t-test, to determine the partial effect of variables.
10. F-test, to determine the simultaneous effect of variables.
11. Coefficient of Determination (R^2), to determine the extent of the contribution of independent variables to the dependent variable.

Data processing in this study was carried out using IBM SPSS Statistics 25 software so that the research results could be analyzed systematically and accurately.

RESULTS AND DISCUSSION

Validity Test Result

The validity test is used to determine whether each questionnaire item is able to measure the variables being studied. The validity test is carried out by using the correlation between the item score and the total score. The decision-making criteria are:

1. If the calculated r value (r count) > the r table value, then the statement item is declared valid.
2. If the calculated r value (r count) < the r table value, then the statement item is declared invalid (Ghozali 2023).

Validity Test

Variable	Item	Calculated r	Table r (n=100)	Criteria
Leadership Style (X1)	X1.1	0.701	0.195	Valid
	X1.2	0.782	0.195	Valid
	X1.3	0.500	0.195	Valid
	X1.4	0.710	0.195	Valid
Training (X2)	X2.1	0.563	0.195	Valid
	X2.2	0.637	0.195	Valid
	X2.3	0.342	0.195	Valid
	X2.4	0.403	0.195	Valid
Organizational Climate (X3)	X3.1	0.535	0.195	Valid
	X3.2	0.593	0.195	Valid
	X3.3	0.459	0.195	Valid
Employee Performance (Y)	Y1	0.607	0.195	Valid
	Y2	0.640	0.195	Valid
	Y3	0.331	0.195	Valid
Employee Performance (Y)	Y1	0.607	0.195	Valid
	Y2	0.640	0.195	Valid
	Y5	0.785	0.195	Valid

Table 1: Validity Test

Based on the results of the validity test presented in the table, all instrument items show a calculated r value (r count) that is positively correlated and greater than the r table value of 0.195. The r table value was obtained from the calculation of degrees of freedom using the following formula:

$$df = n - 2$$

$$= 100 - 2 = 98$$

With a sample size (n) of 100, the degrees of freedom (df) is 98 at a significance level (α) of 0.05, resulting in an r table value of 0.195. Therefore, based on the analysis results, it can be concluded that all research instruments are declared valid and suitable for use in the study.

Reability Test Results

The reliability test is conducted to determine the level of consistency of respondents' answers to the questionnaire items. The reliability test is carried out using the Cronbach's Alpha method. The research instrument is considered reliable if the Cronbach's Alpha value is > 0,60. (Maryono and Indrawati 2022)

Indicator	Cronbach's Alpha	Reliability Standard	Description
X1.1	0.917	0.60	Reliable
X1.2	0.915	0.60	Reliable
X1.3	0.920	0.60	Reliable
X1.4	0.918	0.60	Reliable
X1.5	0.917	0.60	Reliable
X2.1	0.918	0.60	Reliable
X2.2	0.915	0.60	Reliable
X2.3	0.921	0.60	Reliable

X2.4	0.918	0.60	Reliable
X2.5	0.918	0.60	Reliable
X3.1	0.918	0.60	Reliable
X3.2	0.916	0.60	Reliable
X3.3	0.919	0.60	Reliable
X3.4	0.917	0.60	Reliable
X3.5	0.919	0.60	Reliable
Y1	0.917	0.60	Reliable
Y2	0.918	0.60	Reliable
Y3	0.919	0.60	Reliable
Y4	0.917	0.60	Reliable
Y5	0.914	0.60	Reliable

Table 2: Reality Test

Based on the results presented in the table above, all indicators for each variable can be considered reliable because they have values greater than the reliability standard of 0,60 Therefore, it can be concluded that all indicators are reliable.

Normality Test Results

Histogram Normality Test Results

To determine whether the data in this study are normally distributed, a normality test was conducted. The normality test aims to assess whether the residual values of the regression model are normally distributed. According to (Sianturi 2025), the normality test is an important step in data analysis used to determine whether the data or residuals follow a normal distribution, thereby satisfying the assumptions required for parametric statistical analysis. One of the methods used to evaluate data normality is by examining the histogram graph of standardized residual values generated through the SPSS software. A normal distribution is indicated when the histogram forms a bell-shaped curve and the data points are symmetrically distributed around the mean. Therefore, the normality test is essential to ensure that the regression model meets the required assumptions and produces reliable statistical results.

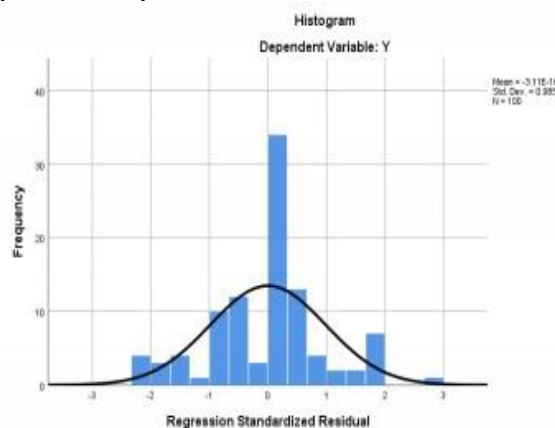


Figure 1: Normality Test

Based on the normality test histogram results above, it can be seen that the distribution of the residual data forms a pattern resembling a bell-shaped curve. This indicates that the data are

distributed around the normal curve line and do not show any significant deviation. In addition, the mean residual value is close to zero, and the sample size in this study is 100 respondents. Therefore, it can be concluded that the residual data in the regression model of this study are normally distributed, meaning that the normality assumption in regression analysis has been fulfilled and the model is suitable for further analysis.

P-P Plot Normality Test Results

In addition to using the histogram, the normality test in this study can also be assessed through the Normal P–P Plot of Regression Standardized Residual. This graph is used to determine whether the residual data are distributed along the diagonal line, which indicates a normal distribution. If the points on the graph follow or are located around the diagonal line, it can be concluded that the data in this study are normally distributed (I Kadek Agung Tirtayasa, I Nyoman Swedana 2023). The results of the normality test using the Normal P–P Plot are presented in the following figure.

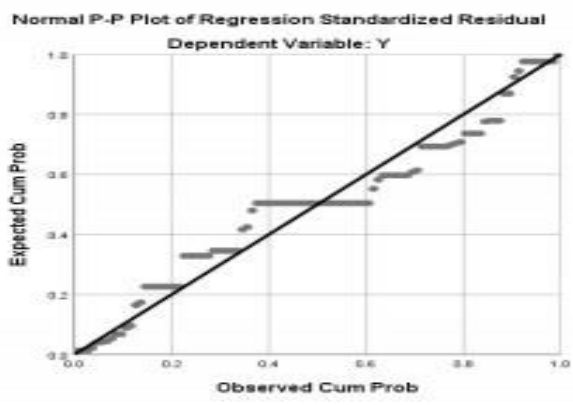


Figure 2: Normality Test

Based on the figure, it can be seen that the points on the Normal P-P Plot are spread along and close to the diagonal line. This consistent distribution pattern following the diagonal line indicates that the residual values in the regression model are normally distributed, thus the normality assumption has been fulfilled.

Multicollinearity Test Results

The multicollinearity test is conducted to determine whether there is a correlation among the independent variables in a regression model. The criteria are:

- If the Tolerance value is greater than or ≥ 0.10 , it indicates that multicollinearity does not occur.
- If the Variance Inflation Factor (VIF) value is below or ≤ 10.0 , it indicates that multicollinearity does not occur (Mukaromah, Rachmawati, and Rakhmawati 2023)
-

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-3.033	1.168		-2.596	.011	.459	2.178
	Gaya Kepemimpinan	.257		.259	4.185	.000	.221	4.159
	Pelatihan	.306		.246	2.763	.007	.221	4.518
	Iklim Organisasi	.559		.496	6.422	.000	.294	3.397

a. Dependent Variable: KinerjaKaryawan

Table 3: Multicollinearity Test

The Tolerance value for X1 is $0.221 \geq 0.100$, X2 is $0.221 \geq 0.100$, and X3 is $0.294 \geq 0.100$. Meanwhile, the VIF values for X1 are $4.159 \leq 10.00$, X2 is $4.518 \leq 10.00$, and X3 is $3.397 \leq 10.00$. Therefore, it can be concluded that there is no multicollinearity in the regression model.

Heteroscedasticity Test Results

The heteroscedasticity test aims to determine whether there is inequality of variance of residuals from one observation to another in a regression model. If the variance of the residuals across observations is constant, it is called homoscedasticity, whereas if it differs, it is called heteroscedasticity. A good regression model is one that exhibits homoscedasticity and does not show heteroscedasticity.

Detection of heteroscedasticity can be carried out using the Spearman’s rho correlation method by correlating the independent variables with the unstandardized residual values. The test uses a significance level of 0.05 with a two-tailed test. If the correlation between the independent variables and the residuals shows a significance value greater than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model. (Ismah Fahrizah, Ashari Sofyaun 2025)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.729	.735		5.073	.000
	X1	.085	.039	.294	2.196	.030
	X2	-.132	.070	-.367	-1.903	.060
	X3	-.091	.055	-.277	-1.657	.101

a. Dependent Variable: Abs_RES

Tabel 4: Heteroscedasticity Test

Based on the table above, the results of the heteroscedasticity test using the Glejser test show that the significance values for each independent variable (X1, X2, and X3) are greater than 0.05. Therefore, it can be concluded that all variables are free from heteroscedasticity problems.

Results Of Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of two or more independent variables on a single dependent variable. In this study, multiple linear regression analysis was

employed to examine the influence of leadership style, training, and organizational climate on employee performance at PT Spectrum Lintas Service Batam. Through this analysis, the direction and magnitude of the effect of each independent variable on employee performance can be identified. The results of the multiple linear regression analysis can serve as a basis for managerial decision-making aimed at improving employee performance through the enhancement of factors that influence it. Research conducted by (Putri, Sofyan, and Muetia 2024) applied multiple linear regression analysis to examine the effects of several variables on employee performance and found that this method effectively explains the simultaneous relationship between independent variables and the dependent variable. Therefore, multiple linear regression analysis is considered an appropriate statistical technique for assessing the combined influence of leadership style, training, and organizational climate on employee performance.

Coefficients^a

Model		Unstandardized Coef-		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-3.033	1.168		-2.596	.011	.459	2.178
	Gaya Kepemimpinan	.257		.259	4.185	.000	.221	4.159
	Pelatihan	.306		.246	2.763	.007	.221	4.518
	Iklim Organisasi	.559		.496	6.422	.000	.294	3.397

a. Dependent Variable: KinerjaKaryawan

Tabel 5: Multiple Linear Regression Analysis

Based on the results of data processing using SPSS 25, the multiple linear regression equation obtained is as follows:

Description:

- Y = Employee Performance
- X1 = Leadership Style
- X2 = Training
- X3 = Organizational Climate

The regression equation can be interpreted as follows:

1. The constant value of -3.033 indicates that if the variables of leadership style (X1), training (X2), and organizational climate (X3) are ignored or equal to zero, then employee performance (Y) is -3.033.
2. The regression coefficient of leadership style (b1) is 0.257, meaning that every increase in leadership style will increase employee performance by 0.257.
3. The regression coefficient of training (b2) is 0.306, meaning that every increase in training will increase employee performance by 0.306.
4. The regression coefficient of organizational climate (b3) is 0.559, meaning that every increase in organizational climate will increase employee performance by 0.559.

T-Test Results (Partial)

The partial test (t-test) is used to determine the relationship or partial effect of each independent variable (X) on the dependent variable (Y). In this study, the independent variables consist of

leadership style, training, and organizational climate, while the dependent variable is employee performance.

The partial test (t-test) in this study is used to measure and determine whether there is a partial effect of the independent variables on the dependent variable. This test aims to determine how much influence each independent variable has on the dependent variable in the study conducted on employees of PT Spectrum Lintas Service Batam.

The decision-making criteria in the partial test (t-test) are based on the calculated t-value, t-table value, and significance value of each independent variable. A variable is considered to have a partial effect if it meets the specified criteria.

The decision-making criteria for the partial test (t-test) are as follows:

- If the calculated t-value is greater than the t-table value or the significance value is < 0.05, then there is an effect of the independent variable on the dependent variable.
- If the calculated t-value is smaller than the t-table value or the significance value is > 0.05, then there is no effect of the independent variable on the dependent variable. (Setiani and Andini 2023)

Model	Unstandardized		Standardized	Standardized	t	Sig.
	B	Error	Coefficients	Coefficients		
			Beta	Beta		
1	(Constant)	-3.033			-2.596	.011
	Gaya Kepemimpinan	.257	.257	.259	4.185	.000
	Pelatihan	.306	.246	.246	2.763	.007
	Iklim Organisasi	.559	.496	.496	6.422	.000

a. Dependent Variable: KinerjaKaryawan

Tabel 6: T Test

The results of the partial test (t-test) can be described as follows:

1. The Leadership Style variable has a calculated t-value of 4.185. This value is greater than the t-table value of 1.985 ($4.185 > 1.985$) with a significance value of $0.000 < 0.05$. This indicates that Leadership Style has a positive and significant effect on Employee Performance; therefore, H1 is accepted.
2. The Training variable has a calculated t-value of 2.763. This value is greater than the t-table value of 1.985 ($2.763 > 1.985$) with a significance value of $0.007 < 0.05$. This indicates that Training has a positive and significant effect on Employee Performance; therefore, H2 is accepted.
3. The Organizational Climate variable has a calculated t-value of 6.422. This value is greater than the t-table value of 1.985 ($6.422 > 1.985$) with a significance value of $0.000 < 0.05$. This indicates that Organizational Climate has a positive and significant effect on Employee Performance; therefore, H3 is accepted.

F Test Results (Simultaneous)

The F-test (simultaneous test) aims to examine whether the model used is able to estimate the effect of the independent variables on the dependent variable. The following is the F-test result table:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	454.204	3	151.401	158.059	.000 ^b
	Residual	91.956	96	.958		
	Total	546.160	99			

a. Dependent Variable: Kinerja Karyawan
 b. Predictors: (Constant), Iklim Organisasi, Gaya Kepemimpinan, Pelatihan

Tabel 7: F Test Results

The results of the F-test show that the calculated F-value is 158.059 with a significance level of $0.000 < 0.05$, which indicates that leadership style, training, and organizational climate simultaneously have a significant effect on employee performance.

Results Of Coefficient Of Determination Test (R²)

The coefficient of determination (R²) is used to measure the extent to which the independent variables—leadership style, training, and organizational climate—are able to explain variations in employee performance at PT Spectrum Lintas Service Batam. The value of the coefficient of determination indicates the proportion of the dependent variable that can be explained by the independent variables included in the research model. The higher the R² value, or the closer it is to 1, the greater the ability of leadership style, training, and organizational climate to explain changes in employee performance. Conversely, if the R² value is close to 0, the explanatory power of the independent variables is considered limited.

In addition, the coefficient of determination is used to evaluate how well the regression model fits the data and explains the relationship between the variables under study. According to (Purwati and Sihotang 2020), the coefficient of determination is a statistical measure used to assess the contribution of independent variables in explaining the dependent variable, enabling researchers to determine the magnitude of the influence exerted by the variables being studied on employee performance. A higher coefficient of determination indicates that the research model has a stronger ability to explain variations in employee performance, while the remaining variation is influenced by other factors outside the scope of the research model. The results of the coefficient of determination can be seen in the table below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.912 ^a	.832	.826	.979	.008

a. Predictors: (Constant), Iklim Organisasi, Gaya Kepnemimpinan, Pelatihan

Tabel 8: Determination Test

The coefficient of determination (R^2) is used to determine how well the independent variables are able to explain the dependent variable. Based on the results in the table, the R Square value is 0.832. This indicates that leadership style, training, and organizational climate are able to explain employee performance by 83.2%, while the remaining 16.8% is explained by other variables outside this study. The Adjusted R Square value of 0.826 shows that after adjusting for the number of variables, the model still has a high ability to explain the dependent variable. In addition, the R value of 0.912 indicates that the relationship between the independent and dependent variables is in the very strong category. Therefore, it can be concluded that this research model has a very good level of ability in explaining the influence of the independent variables on employee performance.

CONCLUSION

Based on the results of the research and data analysis conducted on the influence of leadership style, training, and organizational climate on employee performance at PT Spectrum Lintas Service Batam, several conclusions can be drawn. First, leadership style has a positive and significant effect on employee performance. This indicates that the better the leader's ability to provide direction, motivation, communication, and decisionmaking, the higher the employee performance. Effective leadership is able to create a supportive work environment, increase work enthusiasm, and encourage employees to achieve the targets set by the company.

Second, training has a positive and significant effect on employee performance. The training provided by the company has been proven to improve employees' knowledge, skills, and competencies in carrying out their duties and responsibilities. Through appropriate and continuous training, employees can work more effectively, efficiently, and professionally, thereby contributing better to the company.

Third, organizational climate has a positive and significant effect on employee performance. A comfortable working environment, harmonious working relationships, good communication, and support from the company are able to create a conducive work atmosphere. These conditions can increase employee motivation, job satisfaction, loyalty, and productivity, which ultimately improves overall performance.

Fourth, based on the results of the simultaneous test (F-test), leadership style, training, and organizational climate together have a positive and significant effect on employee performance at PT Spectrum Lintas Service Batam. This indicates that these three variables are important factors that must be considered by the company in order to improve human resource quality and achieve organizational goals effectively and efficiently.

Thus, it can be concluded that improving leadership quality, implementing continuous training programs, and creating a conducive organizational climate are appropriate strategies to enhance employee performance at PT Spectrum Lintas Service Batam.

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