**Equivalent : Journal Of Economic, Accounting and Management**
**Vol. 4, No. 2, 2026, Page : 3280-3295**
**Publisher: CV. Doki Course and Training**
**E-ISSN: 2985-8089 | P-ISSN: 2986-8777**

# The Influence of Leadership, Training, Competence and Work Discipline on the Performance of ASN of the Medan City Regional Research Agency with Work Motivation as an Intervening Variable

**Pitta Bonaria Girsang[1], M. Chaerul Rizky[2] , Eli Delvi Yanti[3]**
[1,2,3] Univesitas Pembangunan Panca Budi, Medan, North Sumatra
Corresponding email: bonariagirs20@gmail.com[1] ,
Author email: mchaerulrizky@dosen.pancabudi.ac.id[2] , delviyanti@pancabudi.ac.id[3]

**ARTICLE INFO**

**Article History**
Submission : 09/06/2026
Received : 17/06/2026
Revised : 26/06/2026
Accepted : 03/06/2026

**Keywords**
Leadership, Training, Competence, Work Discipline, Work Motivation, ASN Performance.

**ABSTRACT**

This study aims to analyze the influence of leadership, training, competence, and work discipline on the performance of ASN of the Medan City Regional Research Agency with work motivation as an intervening variable. This study uses a quantitative approach with a causal associative method involving all ASN employees of the Medan City Regional Research Agency as a population and research sample through a saturated sampling technique totaling 38 respondents. Data was collected using a questionnaire with a Likert scale that had been tested for validity and reliability, then analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) to test the direct and indirect relationships between variables. The results of the study show that work discipline is the most dominant factor that has a positive and significant effect on the performance of ASN, both directly and on work motivation. Competency has been proven to have a significant effect on work motivation but does not have a direct effect on the performance of ASN. On the other hand, leadership and training do not show a significant influence on both ASN performance and work motivation. Another important finding is that work motivation fails to play a role as an effective intervening variable in mediating the influence of the variables of leadership, training, competence, and work discipline on the performance of ASN. This research model has excellent predictive capabilities and is suitable for predicting the performance of ASN.

## Introduction

The Medan City Regional Research Agency as an institution that plays a role in the development of regional research and innovation requires competent and high-performance human resources. State Civil Apparatus (ASN) employees are an important component in the personnel structure in government agencies that contribute to the achievement of organizational goals. The performance of ASN employees at the Medan City Regional

Research Agency is an important concern because they are directly involved in various research, administration, and technical service activities that support the implementation of the institution's work program. Every organization always strives to improve employee performance, with the hope that organizational goals can be achieved (Yanti & Sanny, 2019). (Mangkunegara, 2017) defines performance as "the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Meanwhile, according to (Triskamto et al., 2024) that performance is a condition that must be known and informed to certain parties to find out the level of achievement of an agency's results related to the vision carried out by an organization, as well as to know the positive and negative impacts of an operational policy taken.

The word performance is an acronym consisting of the words kinetics, energy, and work. According to the term, performance is defined as the embodiment of the results of work done by employees, which in general the word performance is used as a reference for the assessment of the employee in a company or organization (Rahman et al., 2023). With the contribution of the workforce fostered by the organization, it is expected to achieve the desired mission (Swari et al., 2025). Employee performance is the results and work behavior that can be observed and evaluated in completing tasks and responsibilities according to company standards, as a form of individual contribution in achieving organizational goals (Pratiwi & Rizky, 2024; Rerung, 2019; Rizky, 2022). If the performance of human resources is high, automatically the performance of the organization is also high. On the other hand, if the performance of human resources is low, it can lead to a decrease in organizational performance. Therefore, a benchmark or determinant is needed that can be used as a reference in assessing an employee's performance (Syahrudin, 2022).

One of the factors that is suspected to affect performance is leadership. (Rivai, 2014) states that "leadership is the ability of a leader to influence others through communication either directly or indirectly with the intention of moving people to be understanding, awareness, and happy to be willing to follow the will of the leader." Leadership is a leader's ability to achieve organizational goals that is done by moving, directing, and influencing others to perform their duties (Nasution & Rizky, 2024). The leadership factor plays an important role because the leader is the one who will move and direct the organization in achieving goals and at the same time is not an easy task. Because they have to understand each different behavior of subordinates (Swari et al., 2025). Leadership style can show a person's expertise as a leader to provide motivation that arouses the spirit of the organization's members to make a real contribution and achieve the goals and effectiveness of the organization (Prihartono & Hayabus, 2023).

The right solution to improve employee performance is to provide job training (Saharso & Asda, 2024). According to (Mangkunegara, 2017) states that training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills in a limited way. Training can improve the performance of an employee both in handling current and future jobs according to the field of duties carried out in the organization (Kurniawati & Meliyanti, 2024). Job training is an effort to improve or expand the abilities possessed by a person so that they have better abilities, ways of thinking and attitudes according to what is needed by a company or certain agency so that they can solve problems that may be faced in the future (Rajagukguk et al., 2024). Job training is an effort to improve and develop individual abilities, mindsets, and attitudes to suit the needs of the organization and be able to face

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

problems in the future (Rajagukguk et al., 2024). Training is an important instrument to improve the skills, knowledge, and professionalism of employees (Simarmata et al., 2025).

Employee competence is also a determining factor in achieving optimal performance. Spencer and Spencer in (Wibowo, 2017) which states that, "Competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job." Competencies include aspects of knowledge, skills, and attitudes that employees must have to carry out their duties effectively. Employee work competencies are essential for institutions to improve their performance. The more abilities and skills possessed by individuals in an organization that are considered and recognized, the more likely the organization is to achieve better performance (Daming et al., 2023; Saharso & Asda, 2024).

Work discipline is the fourth factor that affects employee performance. (Hasibuan, 2016) explains that "work discipline is the awareness and willingness of a person to obey all applicable company regulations and social norms." Work discipline reflects the employee's responsibility to the assigned tasks, including punctuality, adherence to rules, and consistency in work. According to (Rajagukguk et al., 2024) A set of rules that have been set within an organization that must be followed and implemented by all employees and staff, and carried out voluntarily, have a positive impact on the achievements achieved by the company. According to (Agustini, 2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving the company/organization's goals. Work discipline is an obligation of the office or agency where it is mandatory to pay attention to employee work discipline so that employees' work increases more than before and employees do not willingly do non-essential activities during working hours (Faiz, 2023). Work discipline is actions and behaviors that are in line with company regulations, whether or not the rules are stated in the company's rules (Prihartono & Hayabus, 2023).

In the context of the relationship between these factors and performance, work motivation is thought to have a role as an intervening variable that mediates the influence of leadership, training, competence, and work discipline on employee performance. Work motivation is a concern for the company where by arousing employee motivation, it can increase enthusiasm and optimization in work (Saharso & Asda, 2024). Motivation is an effort that can give an impetus to a person to take a desired action, while motive is a person's driving force to act, because a person's behavior tends to be goal-oriented and driven by the desire to achieve a certain goal Maslow in (Hustia, 2020). The desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to do activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results (Afandi, 2016; Jannah et al., 2024). Motivation to make an encouragement in a worker in carrying out or doing an activity or task as best as possible in order to achieve achievements (Prihartono & Hayabus, 2023). Through the formation of a competent and motivated workforce, organizations can align their operations with their vision and mission, while strengthening their role in community development (Wakhyuni et al., 2025).

These phenomena directly or indirectly have an impact on employee work motivation. Employees who do not receive training feel less confident and reluctant to take on additional tasks. The unclear direction from the leadership makes some employees feel that their work is not appreciated. Meanwhile, an undisciplined work environment causes motivation to drop due to a lack of role models and a strong work culture. This low

motivation is reflected in the decrease in employee initiative in developing new research ideas, lack of innovation, lack of collaborative spirit between units and the tendency to work only to fulfill formal obligations without trying to exceed the minimum standards set.

Based on the background described above, research is needed to analyze the influence of leadership, training, competence, and work discipline on the performance of ASN employees of the Medan City Regional Research Agency with work motivation as an intervening variable.

## Method

This study uses a quantitative method with an explanatory research approach which aims to analyze the influence of leadership, training, competence, and work discipline on the performance of ASN with work motivation as an intervening variable. The research was carried out at the Regional Research Agency of Medan City, with a population of 38 ASN employees, all of which were used as research samples using the saturated sample technique (total sampling). The data collection technique was carried out through a Likert scale questionnaire which was distributed to the respondents, supported by documentation and literature studies. The type of data used is quantitative data sourced from primary data from questionnaire results and secondary data in the form of agency documents and scientific references. Data analysis was carried out using path analysis with the help of SmartPLS software version 3, which began with validity and reliability tests, classical assumption tests, and hypothesis testing to assess direct and indirect influences through work motivation as intervening variables.

## Results and Discussion

The SEM-PLS research model in this study was used to analyze the structural relationship between the variables of leadership, training, competence, and work discipline on the performance of ASN either directly or indirectly through work motivation as an intervening variable, taking into account the characteristics of a relatively small sample size. This model consists of an outer model to test the validity and reliability of indicators and an inner model to test the strength and direction of influence between latent variables.

### 1. Evaluation of Measurement Models (Outer Model)

The evaluation of the Measurement Model (Outer Model) in SEM-PLS aims to assess the extent to which the indicator is able to measure latent variables validly and reliably. The tests include convergent validity (loading factor and AVE), discriminant validity (Fornell–Larcker and cross loading), and reliability test through Cronbach's Alpha and Composite Reliability values.

### a. Convergent Validity Test

The Convergent Validity Test is used to ensure that the indicators in a single construct are highly correlated with each other and actually represent the latent variable being measured. The validity of the convergence is stated to be fulfilled if the loading factor value is $\geq 0.70$ and the Average Variance Extracted (AVE) $\geq 0.50$, which indicates that the construct is able to adequately explain the variance of the indicator.

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

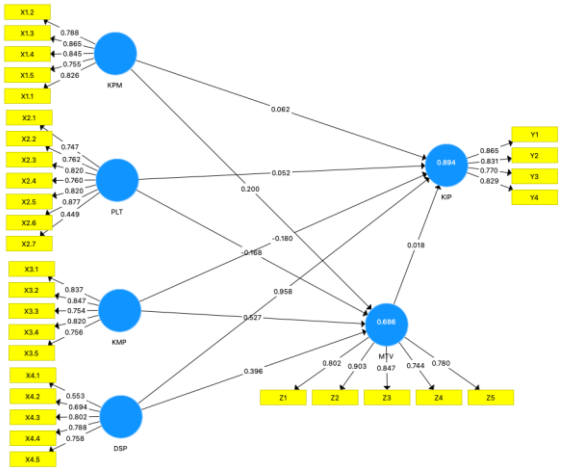


**Figure 1. Outer Model 1**

**Table 1. Outer Loading**

| | DSP | CHICKEN | KMP | KPM | MTV | PLT |
|---|---|---|---|---|---|---|
| X1.2 | | | | 0,788 | | |
| X1.3 | | | | 0,865 | | |
| X1.4 | | | | 0,845 | | |
| X1.5 | | | | 0,755 | | |
| X2.1 | | | | | | 0,747 |
| X2.2 | | | | | | 0,762 |
| X2.3 | | | | | | 0,820 |
| X2.4 | | | | | | 0,760 |
| X2.5 | | | | | | 0,820 |
| X2.6 | | | | | | 0,877 |
| X2.7 | | | | | | 0,449 |
| X3.1 | | | 0,837 | | | |
| X3.2 | | | 0,847 | | | |
| X3.3 | | | 0,754 | | | |
| X3.4 | | | 0,820 | | | |
| X3.5 | | | 0,756 | | | |
| X4.1 | 0,553 | | | | | |
| X4.2 | 0,694 | | | | | |
| X4.3 | 0,802 | | | | | |
| X4.4 | 0,788 | | | | | |
| X4.5 | 0,758 | | | | | |
| Y1 | | 0,865 | | | | |
| Y2 | | 0,831 | | | | |
| Y3 | | 0,770 | | | | |
| Y4 | | 0,829 | | | | |
| Z1 | | | | | 0,802 | |
| Z2 | | | | | 0,903 | |
| Z3 | | | | | 0,847 | |
| Z4 | | | | | 0,744 | |
| Z5 | | | | | 0,780 | |
| X1.1 | | | | 0,826 | | |

Based on the results of the outer loading test in Table 1, most of the indicators on the variables of work discipline (DSP), ASN performance (KIP), competence (KMP), leadership (KPM), work motivation (MTV), and training (PLT) show an outer loading value of ≥ 0.70 so that it is declared valid in measuring the construct. However, there are several indicators that have an outer loading value of < 0.70, namely X2.7 (0.449) in the training variable and X4.1 (0.553) and X4.2 (0.694) in the work discipline variable, so these indicators need to be eliminated from the research model because they have not met the criteria for convergent validity.

**Table 2. Outer Loading After Elimination**

| | DSP | CHICKEN | KMP | KPM | MTV | PLT |
|---|---|---|---|---|---|---|
| X1.2 | | | | 0,787 | | |
| X1.3 | | | | 0,865 | | |
| X1.4 | | | | 0,846 | | |
| X1.5 | | | | 0,756 | | |
| X2.1 | | | | | | 0,769 |
| X2.2 | | | | | | 0,776 |
| X2.3 | | | | | | 0,821 |
| X2.4 | | | | | | 0,772 |
| X2.5 | | | | | | 0,846 |
| X2.6 | | | | | | 0,883 |
| X3.1 | | | 0,837 | | | |
| X3.2 | | | 0,847 | | | |
| X3.3 | | | 0,754 | | | |
| X3.4 | | | 0,820 | | | |
| X3.5 | | | 0,756 | | | |
| X4.3 | 0,817 | | | | | |
| X4.4 | 0,817 | | | | | |
| X4.5 | 0,818 | | | | | |
| Y1 | | 0,871 | | | | |
| Y2 | | 0,821 | | | | |
| Y3 | | 0,761 | | | | |
| Y4 | | 0,838 | | | | |
| Z1 | | | | | 0,800 | |
| Z2 | | | | | 0,903 | |
| Z3 | | | | | 0,848 | |
| Z4 | | | | | 0,744 | |
| Z5 | | | | | 0,782 | |
| X1.1 | | | | 0,826 | | |

Based on Table 2 outer loading after elimination, all indicators on the variables of work discipline (DSP), ASN performance (KIP), competence (KMP), leadership (KPM), work motivation (MTV), and training (PLT) have shown an outer loading value of ≥ 0.70, so that all indicators are declared valid in measuring their respective constructs. The elimination of indicators with an outer loading value below 0.70 in the previous stage was proven to improve the quality of the measurement model, which is reflected in the consistency of high and stable loading values in each latent variable. Thus, the

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

measurement model (outer model) is declared to meet the criteria of convergent validity and is feasible to proceed to the evaluation stage of the structural model (inner model).

**b. Discriminating Validity Test**

The Discriminant Validity Test aims to ensure that a construct is unique and completely different from other constructs in the research model. Discriminant validity is fulfilled if the square root value of AVE of each construct is greater than its correlation with other constructs (Fornell–Larcker criteria) and the highest indicator cross loading value in the construct it measured.

**Table 3. Fornell–Larcker**

| | DSP | CHICKEN | KMP | KPM | MTV | PLT |
|---|---|---|---|---|---|---|
| **DSP** | 0,817 | | | | | |
| **CHICKEN** | 0,946 | 0,824 | | | | |
| **KMP** | 0,459 | 0,427 | 0,804 | | | |
| **KPM** | 0,488 | 0,530 | 0,466 | 0,817 | | |
| **MTV** | 0,636 | 0,607 | 0,752 | 0,517 | 0,817 | |
| **PLT** | 0,526 | 0,584 | 0,426 | 0,805 | 0,454 | 0,812 |

Based on the results of the Fornell-Larcker test in table 3., the value of the square root of AVE on the diagonal (ranging from 0.804 to 0.824) indicates that most variables have good discriminant validity because their values are greater than the correlation with other variables.

**c. Construct Reliability Test**

The Construct Reliability Test is used to assess the internal consistency of the indicator in measuring a latent variable stably and reliably. The construct is declared reliable if Cronbach's Alpha value ≥ 0.70 and Composite Reliability ≥ 0.70, indicating a good level of measurement reliability.

**Table 4. Composite Reliability**

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| **DSP** | **0,752** | **0,858** | **0,668** |
| **CHICKEN** | **0,842** | **0,894** | **0,679** |
| **KMP** | **0,862** | **0,901** | **0,646** |
| **KPM** | **0,875** | **0,909** | **0,667** |
| **MTV** | **0,875** | **0,909** | **0,668** |
| **PLT** | **0,896** | **0,921** | **0,660** |

Based on Table 4 Composite Reliability, the entire research construct shows a value of Cronbach's Alpha ≥ 0.70 and Composite Reliability ≥ 0.70, so it can be concluded that each variable has a good and reliable level of internal consistency. In addition, the Average

Variance Extracted (AVE) value of > 0.50 in the entire construct indicates that the variables of work discipline (DSP), ASN performance (KIP), competence (KMP), leadership (KPM), work motivation (MTV), and training (PLT) have met the criteria for convergent validity, so that the measurement model is declared feasible for use in further analysis.

**2. Evaluation of Structural Models (Inner Model)**

Evaluation of Structural Models (Inner Model) aims to assess the strength and direction of the relationship between latent variables in the SEM-PLS research model. This evaluation was carried out through testing the R-Square value, path coefficient, significance test (t-statistic and p-value), and effect size ($f^2$) to determine the influence of each independent variable on the dependent and intervening variables.

**a. Coefficient of Determination ($R^2$)**

The Coefficient of Determination ($R^2$) is used to measure how capable independent variables are in explaining the variation of dependent variables in a structural model. An $R^2$ value approaching 1 indicates that the model has a strong clear power, while $R^2$ values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak categories, respectively.

**Table 5. Coefficient of Determination ($R^2$)**

| | R Square | R Square Adjusted |
|---|---|---|
| **CHICKEN** | 0,907 | 0,900 |
| **MTV** | 0,683 | 0,663 |

The coefficient of determination ($R^2$) is used to measure how capable independent variables are in explaining the variation of dependent variables in a structural model. Based on Table 5, the $R^2$ value on the ASN performance variable (KIP) of 0.907 is included in the strong category, which shows that leadership, training, competence, work discipline, and work motivation are able to explain 90.7% of the variation in ASN performance, while the $R^2$ value in the work motivation variable (MTV) of 0.683 is in the moderate to strong category, which indicates that 68.3% of the variation in work motivation is influenced by independent variables in the research model.

**b. Predictive Relevance Test ($Q^2$)**

The Predictive Relevance ($Q^2$) test is used to assess the predictive ability of structural models in predicting the value of endogenous variables. The model is declared to have predictive relevance if the value of $Q^2 > 0$, which indicates that the model has good predictive ability and relevance.

The Predictive Relevance ($Q^2$) test was calculated to determine the predictive ability of the model as a whole by using the $R^2$ value of endogenous variables, namely work motivation (MTV) and ASN performance (KIP), with the following formula:

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

Based on Table 5, the value of $R^2$ MTV = 0.683 and $R^2$ KIP = 0.907 was obtained, so the calculation was:$Q^2 = 1 - (1 - 0.683)(1 - 0.907)Q^2 = 1 - (0.317 \times 0.093)Q^2 = 1 - 0.029Q^2$ = **0.971**

A $Q^2$ value of 0.971 or 97.1% indicates that the research model has excellent predictive relevance. The value of $Q^2 > 0$ indicates that the model has predictive relevance, where a value of 97.05% means that this research model has very strong predictive ability. In other words, the exogenous variables in the model (leadership, training, competence, and work discipline) along with the intervening variables (work motivation) have a predictive relevance of 97.05% to the endogenous variables (ASN performance), which shows that the model is feasible and very good to be used in predicting ASN performance.

### 3. Hypothesis Testing (Bootstrapping)

Hypothesis testing (Bootstrapping) in SEM-PLS was carried out to test the significance of the influence between variables through the estimation of t-statistical and p-value values resulting from the resampling process. The hypothesis is accepted if the t-statistical value > 1.96 and the p-value < 0.05, which shows a significant influence both directly and indirectly through intervening variables.

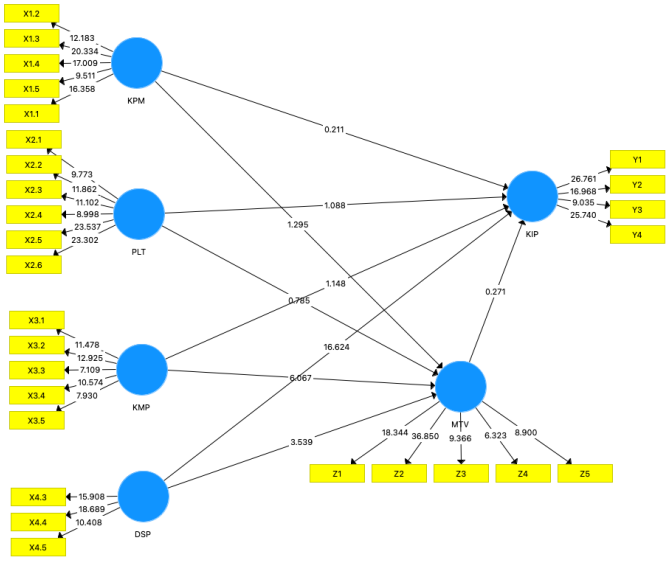


**Figure 2. Inner Model (Bootsrapping)**

**Table 6. Path Coefficients**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **DSP -> CHICKEN** | 0,889 | 0,884 | 0,053 | 16,624 | **0,000** |
| **DSP -> MTV** | 0,354 | 0,364 | 0,100 | 3,539 | **0,000** |
| **KMP -> CHICKEN** | -0,055 | -0,052 | 0,048 | 1,148 | **0,251** |
| **KMP -> MTV** | 0,555 | 0,538 | 0,091 | 6,067 | **0,000** |
| **KPM -> CHICKEN** | 0,020 | 0,018 | 0,095 | 0,211 | **0,833** |
| **MOE -> MTV** | 0,173 | 0,173 | 0,134 | 1,295 | **0,196** |
| **MTV -> CHICKEN** | 0,021 | 0,021 | 0,077 | 0,271 | **0,786** |
| **PLT -> CHICKEN** | 0,114 | 0,117 | 0,105 | 1,088 | **0,277** |
| **PLT -> MTV** | -0,109 | -0,099 | 0,139 | 0,785 | **0,433** |

### The Effect of Work Discipline on ASN Performance

The test results showed that Work Discipline had a positive and significant effect on ASN Performance with a path coefficient of 0.889, a t-statistic value of 16.624 (> 1.96), and a p-value of 0.000 (< 0.05). This indicates that the hypothesis is accepted, where the higher the level of work discipline of ASN employees of the Medan City Regional Research Agency, the more their performance will also improve. This very strong influence shows that work discipline is the most dominant factor in determining the performance of ASN, where compliance with regulations, punctuality, and compliance with work procedures directly contribute greatly to the achievement of optimal performance.

### The Effect of Work Discipline on Work Motivation

The test results showed that Work Discipline had a positive and significant effect on Work Motivation with a path coefficient of 0.354, a t-statistical value of 3.539 (> 1.96), and a p-value of 0.000 (< 0.05). This indicates that the hypothesis is accepted, where a high level of work discipline is able to increase the work motivation of ASN employees. These findings show that when employees have good discipline in carrying out their duties and responsibilities, it will create a conducive work climate and provide internal encouragement to work better, so that employee work motivation increases.

### The Influence of Competency on ASN Performance

The test results showed that Competency had no significant effect on ASN performance with a path coefficient of -0.055, a t-statistical value of 1.148 (< 1.96), and a p-value of 0.251 (> 0.05). This indicates that the hypothesis is rejected, where the competence possessed by ASN employees is not proven to directly affect their performance. This finding can be caused by various factors such as the competencies that employees have not been fully applied in the job, or there are other factors that are more dominant in

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

determining performance such as work discipline, so that even if employees have good competencies, it does not automatically improve their performance directly.

**The Effect of Competency on Work Motivation**

The test results showed that Competency had a positive and significant effect on Work Motivation with a path coefficient of 0.555, a t-statistical value of 6.067 (> 1.96), and a p-value of 0.000 (< 0.05). This indicates that the hypothesis is accepted, where the higher the competence of ASN employees, the higher their work motivation will be. These findings show that when employees have adequate knowledge, skills, and abilities in carrying out their work, they will feel more confident and motivated to complete tasks well, so competence is an important factor in generating employees' internal motivation to work.

**The Influence of Leadership on ASN Performance**

The test results showed that Leadership had no significant effect on ASN Performance with a path coefficient of 0.020, a t-statistic value of 0.211 (< 1.96), and a p-value of 0.833 (> 0.05). This indicates that the hypothesis is rejected, where the leadership style applied is not proven to directly affect the performance of ASN employees. This finding can be caused by various factors such as leadership styles that are not in accordance with employee characteristics, less effective communication between leaders and subordinates, or the existence of other more dominant factors such as work discipline that has a stronger influence on performance, so that the role of leadership becomes less visible in its significance in directly affecting performance.

**The Influence of Leadership on Work Motivation**

The test results showed that Leadership had no significant effect on Work Motivation with a path coefficient of 0.173, a t-statistical value of 1.295 (< 1.96), and a p-value of 0.196 (> 0.05). This indicates that the hypothesis is rejected, where the existing leadership has not been proven to be able to significantly increase the work motivation of ASN employees. This finding can be caused by the lack of leadership's ability to provide direction, support, and inspiration to employees, or the leadership style applied has not been able to arouse the enthusiasm and internal encouragement of employees to work better, so that the role of leadership in increasing work motivation is not optimal.

**The Effect of Work Motivation on ASN Performance**

The test results showed that Work Motivation had no significant effect on ASN Performance with a path coefficient of 0.021, a t-statistic value of 0.271 (< 1.96), and a p-value of 0.786 (> 0.05). This indicates that the hypothesis is rejected, where the work motivation of employees is not proven to directly improve their performance. This surprising finding can be caused by various factors such as the presence of external factors

that are more dominant in influencing performance, namely work discipline, or the motivation that employees have has not been accompanied by adequate system support and work facilities so that even though employees have high motivation, this cannot be translated into optimal performance, which indicates that work motivation fails to play a role as an effective intervening variable in model of this research.

### The Effect of Training on ASN Performance

The test results showed that the training had no significant effect on ASN performance with a path coefficient of 0.114, a t-statistic value of 1.088 (< 1.96), and a p-value of 0.277 (> 0.05). This indicates that the hypothesis is rejected, where the training that has been followed by ASN employees has not been proven to directly improve their performance. These findings can be caused by various factors such as training materials that are less relevant to the needs of the job, less effective training methods, or a lack of follow-up and application of training results in daily work, so that even though employees have participated in various trainings, it does not have a significant impact on improving their performance directly.

### The Effect of Training on Work Motivation

The test results showed that Training had no significant effect on Work Motivation with a path coefficient of -0.109, a t-statistical value of 0.785 (< 1.96), and a p-value of 0.433 (> 0.05). This indicates that the hypothesis is rejected, where the training that employees participate in has not been proven to be able to increase their work motivation, even showing a negative relationship direction even though it is not significant. This finding can be caused by various factors such as training that is not in accordance with the interests and needs of employees, the time of training that interferes with routine work, or employees feel that the training provided is less useful and does not provide added value for their career development, so that training does not have a positive impact on employee work motivation.

**Table 7. Specific Indirect Effects**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **DSP -> MTV -> CHICKEN** | 0,007 | 0,008 | 0,028 | 0,259 | **0,796** |
| **KMP -> MTV -> KIP** | 0,012 | 0,011 | 0,042 | 0,276 | **0,783** |
| **KPM -> MTV -> KIP** | 0,004 | 0,002 | 0,017 | 0,210 | **0,834** |
| **PLT -> MTV -> CHICKEN** | -0,002 | 0,000 | 0,012 | 0,190 | **0,850** |

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 2, 2026, Page : 3280-3295

**Indirect Influence of Work Discipline on ASN Performance through Work Motivation**

The test results showed that Work Discipline did not have a significant effect on ASN Performance through Work Motivation as an intervening variable, with a path coefficient of 0.007, a t-statistical value of 0.259 (< 1.96), and a p-value of 0.796 (> 0.05). This indicates that the hypothesis is rejected, where Work Motivation fails to mediate the influence of Work Discipline on ASN Performance. Although Work Discipline has been proven to have a significant effect directly on ASN Performance and also on Work Motivation, the indirect path through Work Motivation is not significant because Work Motivation itself does not have a significant effect on ASN Performance, so it can be concluded that Work Discipline is more effective in influencing ASN Performance directly without going through Work Motivation intermediaries.

**Indirect Influence of Competence on ASN Performance through Work Motivation**

The test results showed that Competency did not have a significant effect on ASN Performance through Work Motivation as an intervening variable, with a path coefficient of 0.012, a t-statistical value of 0.276 (< 1.96), and a p-value of 0.783 (> 0.05). This indicates that the hypothesis is rejected, where Work Motivation is not able to mediate the influence of Competency on ASN Performance. Although Competency has been proven to have a significant effect on Work Motivation, this indirect path is not significant because Work Motivation does not have a significant effect on ASN Performance, so that the increase in competencies that are able to increase employee work motivation cannot be transmitted to performance improvement through the mediation route.

**Indirect Influence of Leadership on ASN Performance through Work Motivation**

The test results showed that Leadership did not have a significant effect on ASN Performance through Work Motivation as an intervening variable, with a path coefficient of 0.004, a t-statistical value of 0.210 (< 1.96), and a p-value of 0.834 (> 0.05). This indicates that the hypothesis is rejected, where Work Motivation fails to play a mediator role in the relationship between ASN Leadership and Performance. The insignificance of this indirect path is caused by the insignificance of the influence of Leadership on Work Motivation and also the insignificance of the influence of Work Motivation on ASN Performance, so it can be concluded that the existing leadership is not able to improve employee performance either directly or through increasing work motivation as an intermediary mechanism.

**Indirect Influence of Training on ASN Performance through Work Motivation**

The test results showed that Training did not have a significant effect on ASN Performance through Work Motivation as an intervening variable, with a path coefficient of -0.002, a t-

statistical value of 0.190 (< 1.96), and a p-value of 0.850 (> 0.05). This indicates that the hypothesis is rejected, where Work Motivation is not able to mediate the influence of Training on ASN Performance. The coefficient of the path that has a negative value even though it is not significant shows that this mediation path even tends to have a negative effect, which is caused by the insignificant effect of Training on Work Motivation and also the insignificant influence of Work Motivation on ASN Performance, so it can be concluded that the training held is not able to improve employee performance through the mechanism of increasing work motivation.

## Conclusion

Based on the results of data analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS) on 38 ASN employees of the Medan City Regional Research Agency, it can be concluded that of the nine direct influence hypotheses proposed, only three hypotheses were accepted, namely Work Discipline has a positive and significant effect on ASN Performance, Work Discipline has a positive and significant effect on Work Motivation, and Competence has a positive and significant effect on Motivation Work. Meanwhile, the other six hypotheses were rejected because they did not show a significant influence, namely the influence of Competency on ASN Performance, Leadership on ASN Performance, Leadership on Work Motivation, Work Motivation on ASN Performance, Training on ASN Performance, and Training on Work Motivation. The results of the indirect influence test showed that all mediation hypotheses were rejected, where Work Motivation was not proven to be able to mediate the influence of Work Discipline, Competence, Leadership, and Training on ASN Performance, so that Work Motivation failed to play an intervening variable in this research model. This research model has excellent predictive ability with an $R^2$ value of 90.7% for ASN Performance and 68.3% for Work Motivation, as well as a predictive relevance ($Q^2$) value of 97.05% which shows that the model is feasible and very good for predicting the performance of ASN of the Medan City Regional Research Agency. Overall, this study provides empirical evidence that improving the performance of ASN of the Medan City Regional Research Agency can be achieved optimally through the enforcement of strict and consistent work discipline, while leadership and training aspects need to be evaluated and improved in order to make a more effective contribution in improving organizational performance.

## References

Afandi, P. (2016). *Concept & Indicator Human Resources Management for Management Research*. CV Budi Utama.

Agustini, F. (2019). *Human Resource Management Strategy*. UISU Press.

Daming, D., Badaruddin, B., & Haeranah, H. (2023). The Influence of Competence, Motivation and Work Discipline on Employee Performance. *Ezenza Journal (EJ), 2*(2), 120–129.

Hasibuan, M. S. P. (2016). *Human Resource Management. Revised Edition*. The Earth of Scripts.

**Equivalent : Journal Of Economic, Accounting and Management**
**Vol. 4, No. 2, 2026, Page : 3280-3295**

Hustia, A. (2020). The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance at WFO Companies During the Pandemic. *Journal of Management Science*, *10*(1), 81. https://doi.org/10.32502/jimn.v10i1.2929

Jannah, N., Wahyono, T., & Rizky, M., C. (2024). The Influence of Organizational Commitment, Career Development and Motivation on Employee Performance at Le Polonia Hotel Medan. *MANEGGIO: Scientific Journal of the Master of Management*, *7*(2), 191–202.

Kurniawati, L., & Meliyanti, M. (2024). The Influence of Work Discipline, Leadership Style and Training on Employee Performance at the BandarLampung City Education Office. *JEMSI (Journal of Information Systems Management Economics)*, *5*(6), 802–817. https://doi.org/https://doi.org/10.38035/jemsi.v5i6

Mangkunegara, A. P. (2017). *Corporate Human Resource Management*. Teenager Rosdakarya.

Nasution, M. I. K., & Rizky, M. . C. (2024). The Influence of Leadership, Communication and Workload on ASN Performance with Motivation as an Intervening Variable at the Population and Civil Registration Office of South Labuhan Batu Regency. *MANEGGIO: Scientific Journal of the Master of Management*, *7*(2), 172–190.

Pratiwi, A., & Rizky, M. . C. (2024). Analysis of Leadership Style, Employee Engagement and Job Satisfaction on Employee Performance at PT Sarana Baja Perkasa Medan. *MANEGGIO: Scientific Journal of the Master of Management*, *7*(2), 161–171.

Prihartono, A., & Henry, A. (2023). The Influence of Leadership Style and Work Discipline on Workforce Performance with Work Motivation as an Intervening Variable. *Journal of Syntax Idea*, *5*(8).

Rahman, N., Rizky, M. . C., & Alfahmi, M. (2023). Analysis of The Influence of Organizational Culture, Leadership Style, and Job Satisfaction on Employee Performance at PT Kalfaz Sadhara. *Journal of Management Science (JMAS)*, *6*(3), 249–253.

Rajagukguk, P., Isroni, Surpiadi, D., & Hadi, S. S. (2024). The Effect of Training and Work Discipline on Employee Performance with Career Development as Intervening Variables. *Journal of Business Economics, Management and Accounting (Jebma)*, *4*(3), 1376–1385. https://doi.org/DOI: doi.org/jebma.v4n3.4659

Rerung, R. R. (2019). *Improving employee performance through employee engagement and organizational citizenship behavior*. CV Media Sains Indonesia.

Rivai, V. (2014). *Human Resource Management for Companies, 6th Edition*. PT Raja Grafindo Persada.

Rizky, M. C. (2022). Compensation Analysis and Leadership Style on Employee Performance and Discipline of PT PLN (Persero). *International Journal of Research and Review*, *9*(10), 407.

Saharso, S., & Asda, K. S. (2024). The influence of competence, job training, and work discipline with work motivation as a mediator on employee performance. *Management Studies and Entrepreneurship Journal*, *5*(1), 3171–3183.

Simarmata, A., Sitorus, S. A. C., & Purba, E. F. (2025). The Effect of Training and Motivation on Employee Performance with Work Discipline as an Intervening Variable. *Advances in Management & Financial Reporting*, *3*(3), 1148–1167.

Swari, K. D. S., Sukandana, I. W., & Widnyana, I. W. (2025). The Influence of Leadership, Competence, and Work Discipline on Employee Performance at the Ubud I Gianyar Health Center. *Gold Journal*, *6*(10), 2304–2317. https://doi.org/https://doi.org/10.30388/emas.v6i10.12736

Triskamto, T., Manurung, A. H., & Hidayat, W. W. (2024). The Influence of Leadership, Discipline, Work Environment, and Training on Employee Performance Through Motivation as a Moderation Variable at PT Suzuki Indomobil Motor. *JMPD: Journal of Digital Management and Marketing*, *2*(3), 319–332. https://doi.org/https://doi.org/10.38035/jmpd.v2i3.230

Wakhyuni, E., Nurhayati, S., Rafianti, F., & Tarigan, K. (2025). Authentic Leadership and Fun Workplace Influence on Tourism Performance: The Mediating Role of Employee Engagement. *Scientific Urnal of Unit Management (JIMKES), 13*(3), 1635–1646. https://doi.org/DOI: 10.37641/jimkes.v13i3.3259

Wibowo. (2017). *Performance Management. Fifth Edition*. PT Raja Grafindo Persada.

Yanti, E. D., & Sanny, A. (2019). The Influence of Motivation, Organizational Commitment, and Organizational Culture to the Performance of Employee Panca Budi Development University. *International Journal of Research & Review* , *6*(10), 176–184.