



RESEARCH ARTICLE

The Influence of Leadership Style, Motivation and Training on Non-ASN Job Satisfaction at the Medan Helvetia Sub-district Office

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ABSTRACT

Non-ASN personnel have an important role in supporting public services at the sub-district level, but often face various challenges related to irregular employment status and limitations in career development. This study aims to analyze the influence of leadership style, motivation, and training on the job satisfaction of non-ASN personnel at the Medan Helvetia Sub-district Office, both partially and simultaneously. The research method used is quantitative research with an associative approach. The research population is all non-ASN personnel at the Medan Helvetia Sub-district Office which totals 144 people. The number of samples was determined using the Slovin formula with an error rate of 10% so that a sample of 59 respondents was obtained which was selected using the incidental sampling technique. Data collection is carried out through questionnaires that have been tested for validity and reliability. The data analysis technique used multiple linear regression analysis with the help of SPSS software. The results of the study show that: (1) Leadership style has a positive and significant effect on job satisfaction; (2) Motivation has a positive but insignificant effect on job satisfaction; (3) Training has a positive and significant effect on job satisfaction; (4) Leadership style, motivation, and training simultaneously have a positive and significant effect on job satisfaction. An R^2 value of 0.929 indicates that all three independent variables are able to explain 92.9% of the variation in job satisfaction, while the remaining 7.1% is explained by other variables outside the research model.

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Introduction

In the Indonesian government system, the State Civil Apparatus (ASN) and Non-ASN play an important role in carrying out various public service functions. Non-ASN employees, who do not have permanent status as civil servants, include regional contracts, honorary, and outsourced personnel recruited to assist in the implementation of administrative and technical tasks in the government environment. Although their contribution to the operations of public organizations is

significant, their irregular employment status, low welfare guarantees, and limited opportunities for self-development make them a vulnerable group to job dissatisfaction. The role of the Medan Helvetia District Office at the government level is very vital in managing population administration, social services, and other technical field tasks. Medan Helvetia District is one of the most populous sub-districts in Medan City, with an area of 8.59 km² and a population of more than 115,000 people spread across nine sub-districts (BPS Medan City, 2023).

Attention to the welfare and development of Non-ASN has not been proportional to the contribution they make, including in terms of leadership, work motivation, and training programs. This inequality creates working conditions that are vulnerable to a decline in job satisfaction. Job satisfaction reflects how happy an employee is with his job and position (Widyawati, 2024). High job satisfaction is believed to increase loyalty, reduce the desire to change jobs, and encourage positive behavior in the workplace. Job satisfaction is needed to optimize employee performance in obtaining good results (Wijayanti & Sijabat, 2022). According to the opinion expressed (Afandi, 2018). Job satisfaction is an effectiveness or emotional response to various aspects related to work so as to provide results that are above the performance produced. According to (Anwar et al., 2023) Job satisfaction is a description of a person's (including teachers) after he or she carries out a certain job seriously, which is reflected in the form of pride because the work results are as expected and provide positive feedback to him. (Hamali, 2016) said that job satisfaction is that everyone who works expects to be able to get satisfaction from their place of work. According to Sutrisno in (Wahyono, 2018) job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received at work, and matters related to physical and psychological factors. If employees feel dissatisfied with their work, then the impact is not only limited to individuals, but also affects the overall quality of public services.

Leaders have a vital role in creating a conducive work climate and motivating subordinates to achieve organizational goals. Leadership is not only about how a boss directs tasks, but also about the ability to build a healthy psychological relationship between superiors and subordinates. Good employees always contribute to the achievement of company goals and employees need a leader as a basis for external motivation to keep their goals in harmony with organizational goals (Wahyono, 2019). Leadership style is the traits, habits, temperament, disposition and personality that distinguish a leader in interacting with others, which was expressed by kartono in the journal (Setiawan & Pratama, 2019). According to Thoha in (Hasnawati et al., 2021) (stated that leadership style is a behavioral norm used by a person when the person tries to influence the behavior of others or subordinates According to (Busro, 2018) leadership style is a consistent pattern of behavior that is played by leaders when influencing group members. That is, the way the leader acts in influencing group members shapes a leader's leadership style. A leader always has the authority to rule subordinates with their own leadership style, and subordinates will accept the orders with different views, this is due to differences in educational background, experience and community environment (Mustika & Oktavianti, 2021). The way a leader provides direction, support, and creates a conducive work environment has a great influence on the comfort, enthusiasm, and loyalty of employees in carrying out their duties. Conversely, an authoritarian or less attentive leadership style to employees' needs and aspirations can lower motivation and negatively impact job satisfaction.

Work motivation is an important factor for work productivity because no matter how high a person's education is, if a person does not have motivation both from within and outside of themselves, then productivity will not be realized if there are no factors that move someone to do something better (Wahyono & Suwarno, 2023). In the perspective of Maslow's Hierarchy of Needs theory, employee performance improvement is closely related to meeting needs on five levels. Employees who work in an environment that meets physiological needs, sense of security, social, self-esteem, and self-actualization will have higher motivation to work (Gouwtama & Yoyo, 2025). Motivation according to (Hasibuan, 2017) is a driving force that can create a person's work spirit so that they are interested in working together with all efforts to achieve satisfaction. The importance of motivation because motivation is what causes, channels, and supports human behavior to want to work hard, so as to achieve optimal results (Khaeruman & Hartoko, 2021). Motivation is also

considered important because it can encourage people's behavior to be willing to work hard and be enthusiastic in achieving something optimal (April Jaya Ndraha et al., 2024). At a certain point, if an employee has high motivation, then they will feel happier and willing to work harder for the organization, if happiness has been obtained, then their performance will also improve (Saputra & Adnyani, 2017).

Another factor that is no less important is job training. Training is a systematic effort to improve employees' knowledge, skills, and work attitudes. Employee training and development is a long-term investment that can increase capacity and job satisfaction. Similar to what was revealed (Wahyuningsih, 2019), training is a process to improve employee competence and can train employees' abilities, skills, skills and knowledge to carry out work effectively and efficiently to achieve goals in a company. Good training can improve technical ability, confidence, and a sense of appreciation by the organization. According to (Rivai, 2018) training is a part of education that involves the learning process to acquire and improve skills outside the education system that prioritizes practice rather than theory. So training is considered a short learning with the aim of forming work skills which include physical skills, intellectual skills, social skills and managerial skills. (Mathis & Jackson, 2017) defines training as a process by which employees acquire certain abilities (skills and knowledge) to help achieve organizational goals. According to (Sulaiman, 2020) in (Safitri et al., 2024) training is a process in which a person or employee conducts short-term education which uses a systematic and organized procedure based on the training that has been carried out, to generate or transfer knowledge and skills from a person to be able to do to people who do not know or do not master a certain field and cannot do a job. Training according to (Siswadi, 2016) is a short-term process where a person can improve the skills of individuals and groups used in their work to gain capabilities to help achieve company goals. According to (Wahyono & Nugraha, 2023) Training can be in the form of technical skills training, leadership training, or training in the use of specialized software or equipment. For example, leadership training can help employees develop the leadership skills needed to manage teams in the workplace. Training has a great contribution in an organization because it can function as an agent of change for individuals in the organization.

Leadership style, work motivation, and job training are factors that can affect job satisfaction for every employee, the better the leadership style, work motivation and job training, the higher the level of employee job satisfaction, and vice versa, the worse and ineffective the work motivation and job training leadership style will affect employee job satisfaction. Based on the background that has been described above, it is felt necessary to conduct research on "The Influence of Leadership Style, Motivation and Training on Non-ASN Job Satisfaction at the Medan Helvetia Sub-district Office"...

Method

This study uses a type of quantitative research with a causal associative approach, which aims to analyze the influence of leadership style, motivation, and training on the job satisfaction of Non-ASN at the Medan Helvetia Sub-district Office. The population in this study is all Non-ASN employees at the Medan Helvetia Sub-district Office which totals 144 people, while the sample determination was carried out using the Slovin formula with an error rate of (e) 1% so that a sample of 59 respondents was obtained. The sample was taken based on the probability sampling technique; Simple random sampling, where researchers provide an equal opportunity for each member of the population to be selected into a sample that is done at random regardless of the strata that exist in the population itself. This sampling is also carried out by incidental techniques, as stated by Sugiyono (2017) that incidental sampling is the determination of a sample based on chance, that is, anyone who by chance/incidental encounter with the researcher can be used as a sample if it is seen as suitable as a data source. The data collection technique was carried out through the distribution of a closed questionnaire with a Likert scale. The type of data used is quantitative data, with data sources in the form of primary data obtained directly from respondents and secondary data derived from agency documents and supporting literature. Data analysis techniques include validity and reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t tests), simultaneous tests

(F tests), and determination coefficients (R^2). The multiple linear regression equation in this study is formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Job Satisfaction (Dependent Variable)

X1 = Leadership Style

X2 = Work Motivation

X3 = Job Training

a = constant

b = Coefhysin Berganda

e = Error term.

Results and Discussion

Overview of Research Objects

The Medan Helvetia Sub-district Office is a sub-district level government agency located on Jalan Beringin X No. 2, Helvetia Village, Medan Helvetia District, Medan City, North Sumatra. This sub-district was formed based on the Decree of the Governor of North Sumatra Number 138/402/K/1991 dated February 5, 1991 and was inaugurated on October 31, 1991, with an area consisting of 7 (seven) urban villages. The permanent office of Medan Helvetia District was built with the participation of the community with a land area of $\pm 1,800$ m² and a building area of 375 m², which was then inaugurated for use on June 4, 1992. Currently, the Medan Helvetia Sub-district Office is led by Junedi Lumban Gaol, S.Sos., M.IP, who is in charge of providing government administration services to the community, including licensing services, population administration, correspondence, and various other public services to improve the welfare of the community in the Medan Helvetia District area.

Description of Research Data

The description of the research data describes the characteristics of the respondents which include age, gender, education level, working period, and employee position at the Medan Helvetia Sub-district Office which is the source of the research data.

Table 1. Characteristics of Respondents by Gender

No	Gender	Sum	Percentage (%)
1	Laki-laki	35	59,3
2	Perempuan	24	40,7
Total		59	100

Source: Primary Data Processed, 2026

Based on table 1 above, it can be seen that of the 59 respondents of non-ASN personnel at the Medan Helvetia Sub-district Office, as many as 35 people (59.3%) are male and 24 people (40.7%) are female. This shows that the majority of non-ASN personnel at the Medan Helvetia Sub-district Office are men, although the composition of women is also quite significant in supporting office operations.

Table 2. Characteristics of Respondents by Age

No	Age	Sum	Percentage (%)
1	20 - 30	18	30,5
2	31 - 40	25	42,4
3	41 - 50	12	20,3
4	> 50	4	6,8
Total		59	100

Source: Primary Data Processed, 2026

Based on table 2. Above, it can be seen that the majority of respondents between 31-40 years old as many as 25 people (42.4%), followed by the age group of 20-30 years as many as 18 people (30.5%), the age group of 41-50 years as many as 12 people (20.3%), and the age group over 50 years old as many as 4 people (6.8%). This shows that most of the non-ASN workers at the Medan Helvetia Sub-district Office are at productive age, especially in the age range of 31-40 years which is the phase where a person has an optimal level of productivity and work experience.

Table 3. Characteristics of Respondents Based on Education Level

No	Education Level	Sum	Percentage (%)
1	High School	22	37,3
2	Diploma (D3)	15	25,4
3	Bachelor (S1)	20	33,9
4	Postgraduate (S2)	2	3,4
Total		59	100

Source: Primary Data Processed, 2026

Based on table 4.3 above, it can be seen that respondents with high school education level are 22 people (37.3%), Diploma (D3) as many as 15 people (25.4%), Bachelor (S1) as many as 20 people (33.9%), and Postgraduate (S2) as many as 2 people (3.4%). This shows that the level of education of non-ASN personnel at the Medan Helvetia Sub-district Office is quite diverse, with the majority having a high school/equivalent and Bachelor (S1) education background, which shows that the Medan Helvetia Sub-district Office has adequate human resources in terms of educational qualifications.

Table 4. Characteristics of Respondents Based on Length of Service

No	Tenure	Sum	Percentage (%)
1	< 1	8	13,6
2	1-3	20	33,9
3	4-6	17	28,8
4	> 6	14	23,7
Total		59	100

Source: Primary Data Processed, 2026

Based on table 4.4 above, it can be seen that the majority of respondents have a working period between 1-3 years as many as 20 people (33.9%), followed by a working period of 4-6 years as many as 17 people (28.8%), a service period of more than 6 years as many as 14 people (23.7%), and a working period of less than 1 year as many as 8 people (13.6%). This shows that most of the non-ASN personnel at the Medan Helvetia Sub-district Office already have adequate work experience, so they can be expected to understand the duties and responsibilities they carry out well.

Descriptive Statistical Analysis

Descriptive statistical analysis is a data analysis method used to describe the characteristics of research data through mean, minimum, maximum, and standard deviation values.

Table 5. Descriptive Statistical Analysis

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Gaya Kepemimpinan	59	22	30	27.20	2.041
Motivasi	59	37	50	45.12	3.211
Pelatihan	59	16	20	17.80	1.648
Kepuasan Kerja	59	38	50	45.14	3.386
Valid N (listwise)	59				

Source: Primary Data Processed, 2026

Based on the results of descriptive statistical analysis in Table 1, it is known that the number of respondents analyzed was 59 people. The leadership style variable has a minimum value of 22 and a maximum of 30 with an average of 27.20 and a standard deviation of 2.041, which shows that the respondents' perception of leadership style is in the category of quite high and relatively homogeneous. The motivation variable had an average score of 45.12 with a standard deviation of 3.211, while the training showed an average value of 17.80 with a standard deviation of 1.648, which indicates that respondents considered the implementation of the training to be relatively good. Meanwhile, the job satisfaction variable had the highest average value of 45.14 with a standard deviation of 3.386, which shows that the level of job satisfaction of Non-ASN employees at the Medan Helvetia Sub-district Office is in the high category.

Test Research Instruments

Validity Test

A validity test is a test to ensure each question in the questionnaire actually measures the research variable, which is done by comparing the correlation value of an item to the total score, where the item is declared valid if r counts greater than r of the table or the significance value is less than 0.05.

Table 6. Validity Test

Variables	Indicators	r-hitung	r-tabel
Leadership Style (X1)	X1.1	.597**	.264
	X1.2	.597**	.264
	X1.3	.650**	.264
	X1.4	.716**	.264
	X1.5	.659**	.264
	X1.6	.649**	.264
Motivation (X2)	X2.1	.664**	.264
	X2.2	.644**	.264
	X2.3	.549**	.264
	X2.4	.664**	.264
Training (X3)	X3.1	.821**	.264
	X3.2	.822**	.264
	X3.3	.821**	.264
	X3.4	.822**	.264
	X3.5	.890**	.264
Job Satisfaction (Y)	Y1	.483**	.264
	Y2	.553**	.264
	Y3	.527**	.264
	Y4	.706**	.264
	Y5	.635**	.264

Source: Primary Data Processed, 2026

Based on Table 2, all indicators on the variables of leadership style, motivation, training, and job satisfaction have an r -count value greater than the r -table (0.264), so that all statement items are declared valid and suitable for use in the study.

Reliability Test

The reliability test is a test to determine the consistency of the research instrument, which is carried out by looking at Cronbach's Alpha value, where the instrument is declared reliable if the Cronbach's Alpha value is greater than 0.70.

Table 7. Reliability Test

	Cronbach's Alpha	N of Items
Gaya Kepemimpinan (X1)	.717	6
Motivasi (X2)	.814	4
Pelatihan (X3)	.839	5
Kepuasan Kerja (Y)	.844	5

Source: Primary Data Processed, 2026

Based on the results of the reliability test in Table 3, all research variables had a Cronbach's Alpha value greater than 0.70, so that the instruments on the variables of leadership style, motivation, training, and job satisfaction were declared reliable and consistent to be used in the study.

Classic Assumption Test

Normality Test

The normality test is a test to find out if the research data is normally distributed, which is done by looking at the significance value on the Kolmogorov–Smirnov or Shapiro–Wilk test, where the data is declared normal if the significance value is greater than 0.05.

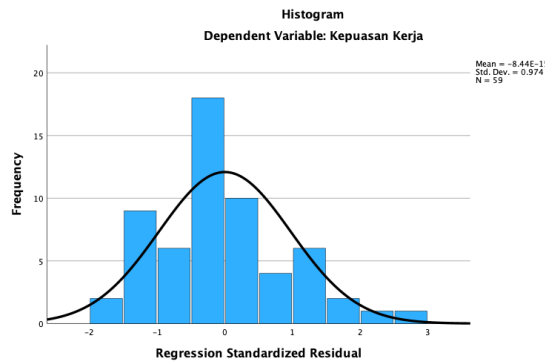


Figure 1. Histogram – Normality Test

Source: Primary Data Processed, 2026

Based on Figure 1, the standardized residual histogram shows a distribution pattern that resembles a normal curve (bell), so it can be concluded that the research data meets the assumption of normality.

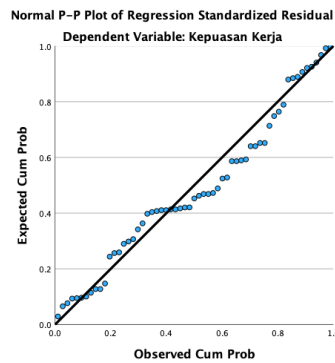


Figure 2. P-Plot Normal Chart

Source: Primary Data Processed, 2026

Based on Figure 2, the dots on the Normal P-Plot graph are spread around and follow a diagonal line, so it can be concluded that the residual is normally distributed and the assumption of normality is met.

Table 8. Kolmogorov–Smirnov One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		59
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.90349878
Most Extreme Differences	Absolute	.107
	Positive	.107
	Negative	-.073

Test Statistic		.107
Asymp. Sig. (2-tailed) ^c		.090
Monte Carlo Sig. (2-tailed) ^d	Sig.	.088
	99%	Lower Bound
	Confidence Interval	Upper Bound
		.081
		.096
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.		

Source: Primary Data Processed, 2026

Based on the results of the Kolmogorov–Smirnov normality test in Table 4, an Asymp value was obtained. A sig. of 0.090 is greater than 0.05, so it can be concluded that the residual data are normally distributed and the regression model meets the assumption of normality.

Multicollinearity Test

The multicollinearity test is a test to find out whether there is a high correlation between independent variables, which is carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF), where multicollinearity does not occur if the value of Tolerance > 0.10 and $VIF < 10$.

Table 9. Multicollinearity Test

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Gaya Kepemimpinan	.262	3.816
	Motivasi	.233	4.283
	Pelatihan	.781	1.281

a. Dependent Variable: Kepuasan Kerja

Source: Primary Data Processed, 2026

Based on the results of the multicollinearity test in Table 5, all independent variables have a Tolerance value greater than 0.10 and a VIF value of less than 10, so it can be concluded that multicollinearity does not occur in the regression model.

Heteroscedasticity Test

The heteroscedasticity test is a test to find out whether there is or not a residual variance inequality in the regression model, which is carried out through the Glejser test or looking at patterns on the scatterplot graph, where heteroscedasticity does not occur if the significance value is > 0.05 or a certain pattern is not formed on the graph.

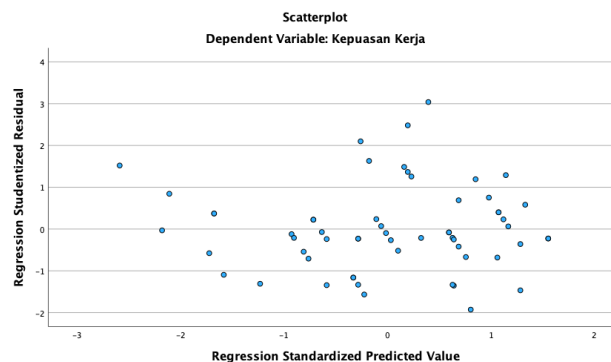


Figure 3. Scatterplot – Heteroscedasticity Test

Source: Primary Data Processed, 2026

Based on Figure 3, the dots on the scatterplot are randomly spread above and below the zero axis and do not form a specific pattern, so it can be concluded that heteroscedasticity does not occur in the regression model.

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis method used to determine the influence of two or more independent variables on one dependent variable simultaneously or partially.

Table 10. Multiple Linear Regression Analysis

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients Beta			
		B	Std. Error				
1	(Constant)	2.478	1.860			-1.332	.188
	Gaya Kepemimpinan	1.259	.117	.759		10.801	<.001
	Motivasi	.153	.079	.145		1.947	.057
	Pelatihan	.363	.084	.177		4.337	<.001

a. Dependent Variable: Kepuasan Kerja

Source: Primary Data Processed, 2026

Based on table 4.6 above, multiple linear regression equations can be formed as follows:

$$Y = 2.478 + 1.259X_1 + 0.153X_2 + 0.363X_3 + e$$

A constant value of -2.478 indicates that if the variables of leadership style (X_1), motivation (X_2), and training (X_3) are zero or non-existent, then the job satisfaction value (Y) will be worth 2.478.

The regression coefficient value of the leadership style variable of 1,259 with a significance value of <0.001 (less than 0.05) indicates that every one unit increase in the leadership style variable will increase the job satisfaction of non-ASN personnel by 1,259 units, assuming the other variables remain constant (*ceteris paribus*). Value

The value of the regression coefficient of the motivation variable of 0.153 with a significance value of 0.057 (greater than 0.05) shows that every one unit increase in the motivation variable will increase job satisfaction by 0.153 units.

The regression coefficient value of the training variable was 0.363 with a significance value of <0.001 (less than 0.05) indicating that every one unit increase in the training variable would increase the job satisfaction of non-ASN personnel by 0.363 units, assuming the other variables remained constant (*ceteris paribus*).

Pengujian Hypothesis

T-test (partial)

The t-test is used to determine the influence of each partially independent variable on the dependent variable. The test was carried out by comparing the value of t calculated with the t table at the significance level of $\alpha = 0.05$ (5%) with the degree of freedom ($df = n - k - 1 = 59 - 3 - 1 = 55$), so that the t-value of the table was obtained of 2.004. The results of the t-test can be seen in the following table:

Table 11. T-test (partial)

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients Beta			
		B	Std. Error				
1	(Constant)	2.478	1.860			-1.332	.188
	Leadership Style	1.259	.117	.759		10.801	<.001
	Motivation	.153	.079	.145		1.947	.057
	Training	.363	.084	.177		4.337	<.001

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2026

Based on table 11 above, the results of the t-test for each independent variable can be explained as follows:

The test results showed that the leadership style variable had a calculated t-value of 10.801 with a significance value of <0.001 . By comparing t calculation (10.801) with t table (2.004), t calculates $>$ t table ($10.801 > 2.004$) and significance values $<0.001 < 0.05$. These results show that H_0 is rejected and H_1 is accepted, which means that the leadership style has a positive and significant effect on the job satisfaction of non-ASN personnel at the Medan Helvetia Sub-district Office. Thus, the better the leadership style applied, the higher the job satisfaction of non-ASN personnel.

The test results showed that the motivation variable had a calculated t-value of 1.947 with a significance value of 0.057. By comparing t calculation (1.947) with t table (2.004), t calculates $<$ t table ($1.947 < 2.004$) and the significance value is $0.057 > 0.05$. These results show that H_0 is accepted and H_1 is rejected, which means that motivation has a positive but insignificant effect on the job satisfaction of non-ASN personnel at the Medan Helvetia Sub-district Office at a significance level of 5%.

The test results showed that the training variable had a t-value of 4.337 with a significance value of <0.001 . By comparing t calculation (4.337) with t table (2.004), t calculates $>$ t table ($4.337 > 2.004$) and significance value $<0.001 < 0.05$. These results show that H_0 is rejected and H_1 is accepted, which means that training has a positive and significant effect on the job satisfaction of non-ASN personnel at the Medan Helvetia Sub-district Office. Thus, the better and more frequent the training program provided, the higher the job satisfaction of non-ASN personnel.

F test (simultaneous)

The F test is used to determine the influence of independent variables together (simultaneously) on dependent variables. The test was carried out by comparing the value of F calculated with the F table at the significance level of $\alpha = 0.05$ (5%) with the degree of freedom of the numerator ($df_1 = k = 3$) and the degree of freedom of the denominator ($df_2 = n - k - 1 = 59 - 3 - 1 = 55$), so that the value of the F of the table was obtained of 2.77. The results of the F test can be seen in the following table:

**Tabel 12. F Test (Simultaneous)
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	617.569	3	205.856	239.135	$<.001^b$
	Residual	47.346	55	.861		
	Total	664.915	58			

a. Dependent Variable: Job Satisfaction

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

Source: Primary Data Processed, 2026

Based on table 4.12 above, the results of the F test show that the value of F is calculated as 239.135 with a significance value of <0.001 . By comparing the F calculation (239.135) with the F table (2.77), then F calculates the $>$ F table ($239.135 > 2.77$) and the significance value $<0.001 < 0.05$. These results show that H_0 is rejected and H_1 is accepted, which means that leadership style, motivation, and training together (simultaneously) have a positive and significant effect on the job satisfaction of non-ASN personnel at the Medan Helvetia Sub-district Office.

Coefficient of determination (R^2)

The coefficient of determination (R^2) is a measure that shows how much of an independent variable is capable of explaining the variation of dependent variables in a regression model.

**Table 12. Coefficient of Determination (R²)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 ^a	.929	.925	.928

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

b. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2026

Based on Table 13, the R Square value of 0.929 shows that 92.9% of the variation in non-ASN job satisfaction at the Medan Helvetia Sub-district Office can be explained by the variables of leadership style, motivation, and training, while the remaining 7.1% is influenced by other factors outside the research model.

Discussion

The results of the study show that leadership style has a positive and significant influence on the job satisfaction of Non-ASN at the Medan Helvetia Sub-district Office. This is reflected in the value of t calculated much larger than the t table and the level of significance that is smaller than 0.05. These findings indicate that a leader's leadership style that is able to provide clear direction, be fair, and establish good communication with employees will increase a sense of comfort, appreciation, and satisfaction at work. Effective leadership creates a conducive work climate so that Non-ASN employees feel that they have an important role in the organization and are encouraged to give their best performance.

Work motivation in this study showed a positive but not significant influence on job satisfaction. These results indicate that although motivation is an important factor in encouraging work morale, in the context of Non-ASN employees at the Medan Helvetia Sub-district Office, motivation has not yet become the main factor that directly determines the level of job satisfaction. This condition can be caused by other factors such as employment status, job security, and organizational policies that are more dominant in influencing job satisfaction than individual motivational motivation alone.

Furthermore, the training variable has been proven to have a positive and significant effect on the job satisfaction of Non-ASN. These results show that the training provided by the agency is able to increase the competence, skills, and confidence of employees in carrying out their duties. Employees who receive job-relevant training tend to feel more prepared, productive, and valued by the organization, resulting in increased job satisfaction. These findings confirm the importance of implementing continuous training for Non-ASN employees.

Simultaneously, leadership style, motivation, and training have a significant influence on the job satisfaction of Non-ASN, as shown by the results of the F test with a significance value below 0.05. In addition, the high value of the determination coefficient suggests that most of the variation in job satisfaction can be explained by all three variables. Thus, it can be concluded that the increase in job satisfaction of Non-ASN employees at the Medan Helvetia Sub-district Office is greatly influenced by the quality of leadership and the effectiveness of training, and needs to be supported by efforts to increase work motivation through more supportive policies and work environments

Conclusions and Recommendations

Based on the results of the research and discussions that have been carried out, it can be concluded that

1. Leadership style has a positive and significant effect on the job satisfaction of Non-ASN at the Medan Helvetia Sub-district Office, which shows that effective leadership is able to increase employee comfort and satisfaction at work.
2. Work motivation has a positive but not significant effect on the job satisfaction of Non-ASN, so motivation has not become a dominant factor in determining the level of employee job satisfaction.

3. Training has a positive and significant effect on the job satisfaction of Non-ASNs, which indicates that relevant and continuous training is able to increase the competence and satisfaction of employees with their work.
4. Leadership style, motivation, and training simultaneously have a significant effect on the job satisfaction of Non-ASN at the Medan Helvetia Sub-district Office.

Based on these conclusions, it is suggested as follows:

1. Improving leadership style needs to be done by implementing communicative, participatory, and fair leadership, such as involving Non-ASN employees in simple decision-making, providing clear directions, and providing regular feedback on employee performance.
2. Strengthening the training program should be a priority by organizing training that is in accordance with job needs, both technical training for public service and soft skills training, and carried out on an ongoing basis so that the competence of Non-ASN employees continues to increase.
3. Increasing employee work motivation can be implemented through the provision of non-financial rewards, such as recognition of performance, self-development opportunities, and challenging assignments, so that employees feel valued and have a better work ethic.
4. Improvements to the HR management system need to be done by creating a comfortable work environment, harmonious working relationships, and a clear division of tasks so that Non-ASN employees can work optimally and feel satisfied with their work.

Periodic evaluation of the job satisfaction of Non-ASN employees is recommended to be carried out regularly through internal surveys, so that leaders can find out the needs and problems of employees and formulate appropriate and sustainable policies.

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