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THE IMPACT OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE VIA WORK MOTIVATION IN THE INDONESIAN MIGRANT WORKERS PROTECTION AGENCY

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ABSTRACT

Research on employee performance is indeed very interesting to do because it involves employees, the environment, systems, and equipment, as well as the big goals of the organization. The objectives of this research are to: (1) examine and analyze the impact of leadership style and work environment on work motivation; (2) examine and analyze the impact of leadership style and employee performance; and (3) examine and analyze the impact of work environment on employee motivation, (4) examine and analyze the effect of leadership style and work environment on employee performance through work motivation. The research was conducted at the Office for the Protection of Indonesian Migrant Workers (BP2MI) in Jakarta with a sample of 80 respondents. The sampling technique uses a saturated sample technique, using descriptive analysis and path analysis methods. The results showed that (1) there is an influence of leadership style and work environment on work motivation, (2) there is an effect of leadership style and work environment on employee performance, (3) there is an effect of work motivation on employee performance, (4) work motivation does not affect leadership style and work environment on employee performance. Work motivation does not contribute to improving leadership style and work environment on employee performance.

KEYWORDS: Leadership Style, Work Environment, Work Motivation, Employee Performance

1. INTRODUCTION

In a company, human resources play a crucial and central role. The better the company performs, the higher the quality of owned employees operate at their peak. If job motivation can be perfectly created as a factor that affects performance, the quality of human resources will be satisfied. The elements that can influence a person's work motivation will also be discussed when talking about an employee's work motivation. The organization must at the very least pay attention to the workplace environment in which employees work, including coworkers, leaders, work environment, organizational culture,

and other factors that can affect a person's motivation and capacity to perform their duties, if it wants to ensure that employees' work motivation is consistent.

The achievement or failure of the established organizational goals in the company is determined by employee performance. Performance, as defined by Rivai in his 2005 book "Performance Appraisal," is the outcome or degree of accomplishment of an individual over the course of a given period of time in carrying out tasks in comparison to various possibilities, such as work standards, targets or goals or criteria that have been predetermined and have been determined. shared a consensus. The success or failure of a company is frequently attributed to the leader's effectiveness. According to Menon (2002), people frequently equate a leader's success or failure with the success or failure of a company, whether it be business- or public-oriented.

A successful company always increases employee output, but whether or not employees can work more productively largely relies on the calibre of the company's human resources, specifically, its workforce. Three (three) main factors were identified as causing a decrease in motivation at work in preliminary research on 30 respondents at the Deputy for Placement and Protection for Europe and the Middle East Region of the Indonesian Migrant Worker Protection Agency (BP2MI). These three elements—salary and wages, work environment, incentives and bonuses earned, and leadership attitude—dominantly affect employee motivation. (Table 1).

Table 1. Preliminary Research on Employee Motivation

No	Variable	Amount	Percentage
1	work environment	12	40%
2	salary & incentives received	9	30%
3	the job itself	3	10%
4	leadership style	6	20%
Total Number		30	100%

Source: BP2MI, Researchers Analyzed, 2022

Lack of employee motivation as a result of a work atmosphere that discourages employee involvement and a leadership style that has a propensity to put employees' needs last. The following statements made by respondents who disagreed with the factors: (1) work environment; (2) incentives to fulfill needs; and (3) a leadership style that is viewed inconsistently by most employees, can be used to illustrate the poor level of employee motivation.

A welcoming and cozy work atmosphere gives employees a feeling of security. This enables workers to perform at their best, but early research conducted in the office of the Deputy for Placement and

Protection for the European and Middle Eastern Regions of BP2MI has yielded unfavorable results. This is a result of the work space's arrangement, which most workers believe is not ideal, the working environment of the team, and the internal administrative procedures.

Direct leadership has no significant impact on employee performance, organizational culture has a significant impact, leadership has a significant impact on work motivation, and organizational culture has a significant impact, according to research by Lolowang et al. (2018). influence on work motivation, fifth, work motivation has a significant impact on worker performance, sixth, work motivation is a perfect mediator of the influence of leadership on worker performance, and seventh, work motivation as a partial mediator of the influence of organizational culture on worker performance.

Similar to Sumarwinati's research (2019), the findings indicate that organizational culture, work environment, and leadership style all have positive effects on employee performance. Additionally, organizational culture, work environment, and leadership style all have positive effects on employee performance via work motivation. These empirical findings suggest that company management should pay attention to factors like organizational culture, work environment, leadership style, and work motivation because these factors are proven to affect the level of work environment, work motivation, and employee performance in order to improve the work environment, work motivation, leadership style, and organizational culture, which are the causes of low employee performance.

Based on the background information and previous research, the researcher conducted additional research to determine whether employee motivation, an intervening variable, in the work unit of the Deputy for Placement and Protection of the European Region and Middle East BP2MI, has a significant and positive impact on employee performance. Additionally, the figure below illustrates the study's conceptual structure.

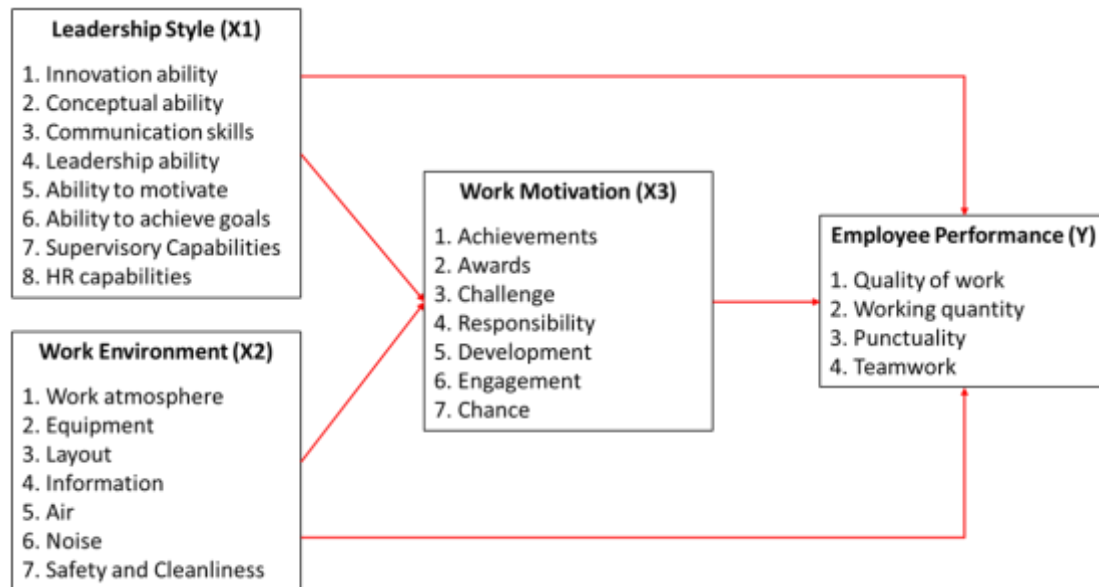


Figure 1. Research Conceptual Framework

2. RESEARCH METHOD

This research employs quantitative and descriptive analytic methods. Quantitative research, according to Sodik (2015: 17), is research whose requirements are systematic, planned, and explicitly structured from the beginning to the creation of the research design. According to Noor (2017: 108), quantitative research is a technique for testing ideas by looking at the relationships between different variables. Research tools are used to quantify these variables so that numerical data can be analyzed using statistical techniques. The majority of sampling methods are random, study instruments are used for data collection, and data analysis is quantitative and statistical in nature with the goal of testing pre-existing hypotheses. (Sugiyono, 2015). The definition of quantitative research given by Creswell J. (1994) is a form of study that explains phenomena by gathering numerical data that is analyzed using math-based methods, especially statistics. Statistical-based methods must be supported by the use of data analysis tools, research designs and appropriate data collection instruments.

Surveys, a prevalent tool in quantitative research, are used in data collection techniques. Sodik (2015: 18) describes the survey method as a study technique that relies heavily on questionnaires to gather data. Syaodih (2013) further explains that data is gathered by posing questions to a community, typically in writing but occasionally verbally. By providing respondents with a list of questions or written statements to respond to, questionnaires are a type of data gathering method. Questionnaires are appropriate for use, according to Sugiyono (2015: 143), if the respondents are numerous and dispersed over a wide region.

Population, according to Sugiyono (2012: 80), is a generalization region made up of subjects who meet the criteria for study that have been established by researchers. Up to 80 workers from the work unit

of the Deputy for Placement and Protection for the European and Middle Eastern Regions of BP2MI were the population of this study. By including all workers listed in the local employee register, the sampling method employs a saturated sample or census technique.

RESULTS AND DISCUSSION

3.1 Research Instrument Test

A. Validity Test

Four study variables, including the following, were examined for their validity:

- 1) The leadership style variable includes 16 questions compiled and submitted to 80 employees. The results obtained can be evaluated from the comparison between R_{count} and the cut off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2014), where $R_{count} > \text{Cut-off value}$ indicates that all statement items from each indicator of leadership style variable is valid.
- 2) Work environment variables include 14 questions that were compiled and then asked to 80 employees. The results obtained can be evaluated from the comparison between R_{count} and the Cut-off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2014), where $R_{count} > \text{Cut-off value}$ indicates that all statement items from each the indicator of the work environment variable is valid.
- 3) Work motivation variables include 14 questions that were compiled and then submitted to 80 employees. The results obtained can be evaluated from the comparison between R_{count} and the Cut off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2014), where $R_{count} > \text{Cut-off value}$ indicates that all statement items from each indicator of work motivation variable is valid.
- 4) Employee performance variables include 8 questions that were compiled and then submitted to 80 employees. The results obtained can be evaluated from the comparison between R_{count} and the Cut-off value for each statement item at $\alpha 0.05 = 0.300$ (Sugiyono, 2014), where $R_{count} > \text{Cut-off value}$ indicates that all statement items from each indicator of employee performance variables is valid.

B. Test for Reliability

By contrasting the Conbrach Alpha number with a value of 0.600, this test is conducted. When the Conbrach Alpha value exceeds 0.600, the query is considered reliable.

Table 2. Conbrach Alpha

Variable	Cronbach's Alpha	Keterangan
Leadership Style	0.743	Reliable
Work environment	0.745	Reliable
Work motivation	0.742	Reliable
Employee Performance	0.750	Reliable

Source: Primary data processed, 2022

The average Cronbach Alpha value in Table 2 above is above 0.800, which is higher than 0.6, indicating that all research variables are reliable.

C. Test of Assumption

The purpose of the traditional assumption test is to ensure that the regression equation produced is accurate in estimation, unflappable, and consistent. The normality, linearity, multicollinearity, and heteroscedasticity tests—classic presumption tests—will be run.

1) Basic Assumption Test

a) Normality Test

The objective is to determine whether or not the residual numbers are normally distributed. A decent regression model will have residual values that are normally distributed when its normality is tested.

Table 3. Normality Test

		One-Sample Kolmogorov-Smirnov Test			
		X1	X2	X3	Y
N		80	80	80	80
Normal Parameters ^{a,b}	Mean	64.3250	55.9625	54.8125	32.9500
	Std. Deviation	5.49516	4.61545	4.81846	2.62365
	Most Extreme Differences				
	Absolute	.111	.184	.123	.204
	Positive	.111	.184	.123	.204
	Negative	-.066	-.091	-.089	-.080
Test Statistic		.111	.184	.123	.204
Asymp. Sig. (2-tailed)		.116 ^c	.200 ^c	.204 ^c	.200 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the outcomes of data processing using SPSS v.23 software, the significance values of each variable in the normality test with the One Sample Kolmogorov-Smirnov method were determined to be 0.116 for leadership style, 0.200 for work environment, 0.204 for work motivation, and 0.200 for employee performance. The conclusion that all study variables are normally distributed can be drawn because the significance value is greater than 0.05.

b) Dependent Variable Linearity Test

The Linearity Test establishes whether the relationship (between the independent and dependent variables) takes a linear or nonlinear shape.

Table 4. Leadership Style Linearity Test Results with Employee Performance

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X1	Between	(Combined)	492.658	21	23.460	26.606	.000
	Groups	Linearity	417.767	1	417.767	473.791	.000
		Deviation from Linearity	74.892	20	3.745	4.247	.300
Within Groups			51.142	58	.882		
Total			543.800	79			

It is possible to infer from the findings of the aforementioned linearity test that there is a linear relationship between the leadership style variable and employee performance because the Sig. deviation from linearity is $0.300 > 0.05$.

Table 5. Work Environment Linearity Test Results with Employee Performance

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X2	Between	(Combined)	353.226	18	19.624	6.281	.000
	Groups	Linearity	314.796	1	314.796	100.761	.000
		Deviation from Linearity	38.430	17	2.261	.724	.767
Within Groups			190.574	61	3.124		
Total			543.800	79			

It can be inferred from the findings of the aforementioned linearity test that there is a linear relationship between the work environment and employee performance because the Sig. deviation from linearity is $0.767 > 0.05$.

Table 6. Work Motivation Linearity Test Results with Employee Performance

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X3	Between	(Combined)	296.393	18	16.466	4.060	.000
	Groups	Linearity	207.720	1	207.720	51.215	.000
		Deviation from Linearity	88.673	17	5.216	1.286	.232
Within Groups			247.407	61	4.056		
Total			543.800	79			

Given the above linearity test findings, which show that the Sig. deviation from linearity is $0.232 > 0.05$, it is possible to draw the conclusion that there is a linear relationship between employee performance and work motivation.

Table 7. Leadership Style Linearity Test Results with Work Motivation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X2	Between	(Combined)	1195.089	21	56.909	5.165	.000
	Groups	Linearity	995.282	1	995.282	90.325	.000
		Deviation from Linearity	199.806	20	9.990	.907	.581
Within Groups			639.099	58	11.019		
Total			1834.188	79			

It can be inferred from the findings of the aforementioned linearity test that there is a linear relationship between leadership style and employee motivation because the Sig. deviation from linearity is $0.581 > 0.05$.

Table 8. Work Environment Linearity Test Results with Work Motivation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y * X2	Between (Combined)		1577.235	18	87.624	20.802	.000
	Groups Linearity		1482.347	1	1482.347	351.906	.000
	Deviation from Linearity		94.888	17	5.582	1.325	.208
Within Groups			256.953	61	4.212		
Total			1834.188	79			

Given the above linearity test findings, which show that the Sig. deviation from linearity is $0.208 > 0.05$, it is possible to draw the conclusion that the relationship between the work environment and motivation at the workplace is linear.

2) Classic Assumption Test

a) Multicollinearity Test

No intercorrelation between the independent variables or the absence of multicollinearity symptoms define a decent regression model. Use of the tolerance and Variance Inflation Factor (VIF) techniques is one of the most precise ways to determine whether multicollinearity is present or absent.

Table 7. Multicollinearity Assumption Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.083	1.630		3.119	.003		
X1	.365	.039	.764	9.472	.000	.370	2.706
X2	.314	.071	.553	4.438	.000	.155	6.453
X3	.241	.061	.442	3.929	.000	.190	5.258

Given that all VIF values are less than 10 and tolerance values are greater than 0.1 for each independent variable in the model used in this study, it can be inferred from the above table that the regression model does not experience multicollinearity issues or that there is no correlation between independent variables.

b) Heteroscedasticity Test

There is no question about the outcomes of the conducted regression analysis because a good regression model does not exhibit heteroscedasticity symptoms.

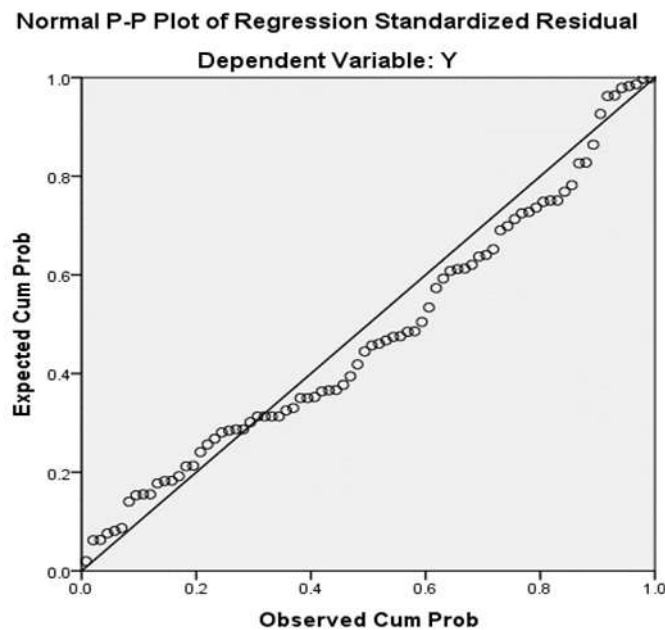


Figure 2. Heteroscedasticity Test

Given that the dots above and below the number 0 on the Y axis spread out in an illegible pattern in the SPSS 0.23 output analysis results in the form of a scatterplot image, it can be concluded that neither the independent variable nor the regression model exhibit heteroscedastic behavior.

3) Analysis Models

a) Descriptive Analysis

A descriptive study was done to determine the traits of the respondents' responses. Information based on responses to surveys that were given to respondents. A Likert scale with a value of 1 to 5 is used to assess each variable under study. Statements include the following variables: Leadership Style (X1), Work Environment (X2), Work Motivation (X3) and Employee Performance (Y). These are the outcomes for each variable:

(1) X₁ variable

The majority of respondents belong to the category tend to strongly agree. The indicator that gives the greatest contribution to the formation of the leadership style variable is conceptual ability, namely work is carried out in detail and through high procedures.

(2) X₂ variable

The majority of respondents belong to the agree category. The indicator that gives the greatest value to the formation of work environment variables is office equipment which is considered to be able to support the improvement of their performance.

(3) X₃ variable

The majority of respondents belong to the category tend to strongly agree. The indicator that gives the greatest value to the formation of work motivation variables is the opportunity to progress and develop, as well as compete in a healthy manner in promotion.

(4) Y variable

The majority of respondents belong to the category tend to strongly agree. The indicators that give the greatest value to the formation of employee performance variables are the quantity of work produced and competence at work.

b) Path Analysis

(1) Analysis of the Impact of Leadership Style and Work Environment on Work Motivation

Table 8. Regression Analysis of Work Motivation

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.622	3.028		.536	.594
X1	.558	.071	.566	6.811	.002
X2	.884	.085	.847	10.400	.000

a. Dependent Variable: X3

As can be seen from the chart above, for every unit increase in leadership style, work motivation will increase by 0.566, and for every unit increase in work environment, work motivation will increase by 0.847. Therefore, it can be concluded that a leadership style will improve job motivation.

Similar to this, job motivation will rise as the working environment does.

(2) Evaluation of the Impact of Work Environment and Leadership Style on Employee Performance

Table 9. Performance Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.693	1.773		2.648	.010
X1	.351	.042	.735	8.396	.000
X2	.102	.050	.179	2.042	.045

a. Dependent Variable: Y

The table above shows that for every unit increase in leadership style, employee performance will increase by 0.735, and for every unit increase in job motivation, employee performance will increase by 0.179. We can therefore draw the conclusion that as leadership style develops, employee success will as well.

Employee performance will improve as the working atmosphere does.

(3) Analysis of Work Motivation's Impact on Employee Performance

Table 10. Regression Analysis of Motivation on Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.504	2.667		5.439	.000
X3	.337	.048	.618	6.943	.000

a. Dependent Variable: Y

As can be seen from the table above, there will be a 0.618 increase in employee performance for every increase of 1 unit in job motivation.

So, it follows that improving job motivation will also improve employee performance.

(4) Analysis of Work Motivation's Impact on Performance

Table 11. Regression Analysis of Motivation on Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	14.504	2.667		
X3	.337	.048	.618	6.943	.000

a. Dependent Variable: Y

According to the table above, employee performance will rise by 0.618 percent if job motivation rises.

c) Testing Hypothesis

(1) It is hypothesized that work environment and leadership style have an impact on employee motivation.

Table 12. F Test of the Effect of Leadership Style and Work Environment on Work Motivation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1485.325	2	742.662	163.918	.000 ^b
	Residual	348.863	77	4.531		
	Total	1834.188	79			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

The leadership style and work environment variable have an F_{count} number of 163,918, according to the table above, while the F_{table} is 3.96. Because of this, H_0 is rejected at that level of significance and H_1 is approved because $t_{count} > t_{table}$ ($163,918 > 3.96$). This leads to the inference that work environment and leadership style have an impact on employee motivation. The first hypothesis's conclusion is validated and verified.

(2) There may be a connection between leadership style and work environment and employee success.

Table 13. F Test of the Effect of Leadership Style and Work Environment on Employee Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	424.244	2	212.122	136.617	.000 ^b
Residual	119.556	77	1.553		
Total	543.800	79			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The F_{count} number is 136,617, and the F_{table} is 3.96 according to the above table. As a result, H_0 is rejected and H_1 is approved because $F_{count} > F_{table}$ ($136,617 > 3.96$). This leads to the conclusion that organizational culture and leadership style influence worker success.

The second hypothesis's result is examined and found to be accurate.

(3) There may be a link between employee performance and work motivation.

Table 14. Effect of Work Motivation on Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.504	2.667		5.439	.000
X3	.337	.048	.618	6.943	.000

a. Dependent Variable: Y

The t test for the job motivation variable produced the following results: $t_{count} = 6,943$ and $t_{table} = 1,663$. As a result, H_0 is rejected and H_1 is approved because $t_{count} > t_{table}$ ($6.943 > 1.663$) and $H_0 > H_1$ respectively. This leads to the conclusion that employee performance is influenced by job motivation. The third hypothesis's conclusion is put to the proof and found to be true.

(4) It is hypothesized that the work environment and leadership style have an impact on employee success via work motivation.

The formula for:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0.566 \times 0.618 = 0.349$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0.847 \times 0.618 = 0.523$$

The leadership style variable is derived from the equation model above by multiplying the indirect impact value of the path coefficient value of x_3x_1 by the path coefficient value of y_{x_3} . The outcome of the multiplication demonstrates that the coefficient of indirect impact has a lower value than the coefficient of direct influence.

The indirect impact value for the work environment variable is calculated by multiplying the path coefficient value of x_3x_2 by the path coefficient value of y_{x_3} . The outcome of the multiplication demonstrates that the coefficient of indirect impact has a lower value than the coefficient of direct influence.

This demonstrates that leadership style and work environment are the main factors affecting employee success and cannot be mediated by work motivation. The fourth hypothesis has not been validated or tested to its end.

(5) Overall Impact

(a) The impact of a leadership style on employee performance via work motivation

$$X_1 \rightarrow X_3 \rightarrow Y = \rho_{yx_1} + \{(\rho_{x_3x_1}) \times (\rho_{yx_3})\} = 0.566 + 0.349 = 0.915$$

Total leadership style impact on employee performance as measured by work motivation is equal to 0.915.

(b) The impact of job motivation on employee performance as a result of the work environment

$$X_2 \rightarrow X_3 \rightarrow Y = \rho_{yx_2} + \{(\rho_{x_3x_2}) \times (\rho_{yx_3})\} = 0.847 + 0.523 = 1.370$$

The work environment has a total of 1,370 effects on employee success through work motivation.

(c) How a leader's approach to management affects team members' success

$$X_1 \rightarrow Y = \rho_{yx_1} = 0.566$$

The leadership style's overall impact on employees' performance is equivalent to 0.566.

(d) How the workplace environment affects employees' behavior

$$X_2 \rightarrow Y = \rho_{yx_2} = 0.847$$

The workplace setting has a total impact on employee performance of 0.847.

(e) The impact of employee motivation at work on success

$$X_3 \rightarrow Y = \rho_{yx_3} = 0.618$$

Work motivation's overall impact on employee performance is equivalent to 0.618.

(f) Work incentive and the residual coefficient variable

Coefficient $e_1 = 0.436$

(g) Employee success and residual coefficient variable

Coefficient $e_2 = 0.469$

3.2 Discussion

A. How the Work Environment and Leadership Style Affect Employee Motivation

The findings of the path analysis demonstrate that leadership style and workplace culture have an effect on elevating employee motivation. The findings of this investigation are consistent with those of Sri Sumarwinati (2019), Hendri Dunan (2020), and Ronnie (Chuang Rang) Gao (2020), but not Nansi Lidya Lolowang et al. (2018).

B. The Impact of Work Environment and Leadership Style on Employee Performance

According to the findings of the path analysis, managerial style and workplace culture can improve employee performance. Research by Yuni Siswanti (2018), Hendri Dunan (2020), Ronnie (Chuang Rang) Gao (2020), Bambang Raditya Purnomo et al. (2020), and Nur Hamzah all support the findings of this study. (2014).

C. The Impact of Employee Performance on Work Motivation

According to the findings of the path analysis, job motivation affects how well employees perform. Research by Yuni Siswanti (2018), Hendri Dunan (2020), Ronnie (Chuang Rang) Gao (2020), Hira Khan (2020), and Nur Hamzah corroborate the findings of this investigation. (2014). not consistent with Anis Eliyana's (2018), Bambang Raditya Purnomo's et al.'s study (2020).

D. The Impact of Work Environment and Leadership Style on Employee Performance via Work Motivation

The findings of the path analysis demonstrate that leadership style and workplace culture have no bearing on employee success as measured by work motivation. The findings of this study conflict with those of Ni Komang Yunarsih's (2017), Rahmad Hidayat's (2018), and Anis Eliyana's (2018) studies. (2018). Additionally, it conflicts with Nur Hamzah's study (2014).

4. CONCLUSION AND RECOMMENDATION

4.1 CONCLUSION

The following conclusions can be made by the authors based on the study findings that were used to test the theories and solutions to the suggested problem formulation:

- A. Employee performance is the degree to which all employees collectively succeed in completing tasks over the course of a given period of time in comparison to various possibilities, such as typical work results, objectives, goals, or criteria that have been established in advance and approved by all employees. Work quantity, quality, timeliness, and cooperation are all measures of employee success.
- B. A leader frequently uses a mix of philosophy, skills, traits, and attitudes in order to influence the performance of employees. These factors are behavior and strategy. Indicators of leadership style include creativity, conceptual ability, communication, leadership, motivation, ability to accomplish goals, supervisory ability, and HR ability. A employee's immediate surroundings can have an impact on how well he completes the duties that have been given to him. The working environment factors include the atmosphere, tools, setup, lighting, air, noise, safety, and hygiene.
- C. The motivation that employees experience at work is a positive emotional condition. Achievements, rewards, difficulties, obligations, growth, engagement, and chances are all examples of motivational indicators.
- D. The employee performance variable measures how well employees perform at work and plans for their future professional growth. Quality, quantity, timeliness, efficacy, and independence are indicators.
- E. The work environment and leadership style have an impact on employee motivation.
- F. The organizational culture and leadership style influence worker success.
- G. The employee performance is influenced by job motivation.
- H. This research that the coefficient of indirect impact has a lower value than the coefficient of direct influence. This demonstrates that leadership style and work environment are the main factors affecting employee success and cannot be mediated by work motivation.
- I. This research departs from earlier findings that led to the initial hypothesis, which was that work motivation can function as a mediating factor between leadership style and workplace environment. Whereas the first assumption is that a leader's leadership style can increase a worker's desire to work hard and perform at their best (militant), the second assumption is that a worker's workplace environment can do the same. The results, however, indicate that in order to improve employee performance, the leadership style and work environment factors cannot be mediated by the work motivation variable.

4.2 RECOMMENDATION

Following up on the research's findings and the debate in the conclusion above, the authors offer the following recommendations:

- A. Of the employee performance variables, the indicator with the lowest value is timeliness, which means that the deputy for placement and protection for the Head of Office must complete their work on time in order to avoid late penalties and receive rewards for finishing early.
- B. The ability of human resources, which receives the lowest score in the leadership style variable, means that the Head of Office must consider an employee's competence and ability when delegating tasks and responsibilities.

C. The indicator for the work environment variable that has the lowest value is air, which means that the workspace needs to have fresh air, such as a maximally cooled area, in order for the space to be cozy and clean.

D. The indicator that receives the lowest score in the work motivation variable is achievement, so the Head of Office must have a strong sense of work performance despite the high employment risks.

E. Even though the work motivation variable has a negligible impact as a mediating variable, it must be taken into account in the future, especially the factors that support motivation. This necessitates that the Head of Office be able to offer the best solutions to boost employee motivation.

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