

The Influence of Leadership Style and Work Environment on Employee Performance with Motivation as Intervening Variable

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Abstract

The purpose of this study was to determine the effect of Leadership Style and Work Environment on Performance with Motivation as an Intervening Variable at Industry of Department, Trade and Cooperatives, North Musi Rawas Regency. The population and sample of the study were 97 state civil servants. Data analysis method was used in this study was quantitative method. The results of study showed that leadership style had an effect on employee performance with value of $t_{count} = 6.665 > t_{table} = 1.660$, with significant $0.000 < 0.05$. Work environment has an effect on employee performance with value of $t_{count} = 6.011 > t_{table} = 1.660$, with significant $0.000 < 0.05$. Leadership style has an effect on motivation with value of $t_{count} = 3.805 > t_{table} = 1.660$, significant $0.000 < 0.05$. Work environment has an effect on motivation with value of $t_{count} = 3.984 > t_{table} = 1.660$, significant $0.000 < 0.05$. Leadership Style and Work Environment have an effect on motivation with value of $F_{count} = 10,839 > F_{table} = 3,09$ significant $0.000 < 0.05$. Motivation has an effect on employee performance with value of $t_{count} = 4.807 > t_{table} = 1.660$, significant $0.000 < 0.05$. Leadership Style, Work Environment and Motivation have an effect on employee performance with value of $F_{count} = 24,332 > F_{table} = 2.70$, with significant $0.000 < 0.05$. Leadership style has an effect on employee performance with motivation as an intervening variable with value of $t_{count} = 2,410 > t_{table} = 1,660$. Work Environment has an effect on Employee Performance with Motivation as an intervening variable with a value of $t_{count} = 2,416 > t_{table} = 1,660$. From this study it can be concluded that leadership style and work environment give significant effect on employee performance with motivation as an intervening variable at department of Industry, Trade and Cooperatives, North Musi Rawas Regency.

Keywords: leadership style, work environment, motivation, employee performance

1. Introduction

In this era of autonomy, the government institution or organization is claimed to have effective, efficient, and have to more increase the performance. In the Concise, the local government is claimed to have the performance that has orientation for the public interest and encourage the government to always responsive to the environment, by giving the best service transparently, have good quality and good division for the government. To increase effectiveness, efficiency, and the performance of institution has to been noticed the human resources too. The progress of organization is influenced by the quality of the good human resources that can adapt with the change situation.

To reach the purpose of success organization is very the depending on the role of the leader. The leader has to have the ability to influence the subordinate to can work the leader's order happily without coercion. The style of leadership is the leader's way to work how the leader can influence the member to reach the some purposes. The leader style is applied in a institution will be able affected the motivation that appear in

subordinates' mind.

Beside a leadership style, the work environment can also influence the development of employees. The work environment can be regarded as one of the important components for employees in finishing their work. There are two work environments in companies or government institution, namely the physical work environment and the non-physical work environment. The role of the work environment can be said to be important in creating an incentive for subordinates to be able to work better. The creation of a comfortable, safe and enjoyable work environment is one way for an institution to be able to increase the performance of its employees.

The high spirit employee's will increase organizational life, therefore it is needed by fulfilling physical and non-physical needs to spur the employee's spirit for reaching organizational purposes.. Motivation can be said to be a driving force or driving force that can come from individuals or from organizations that are able to create a desire to carry out an activity or activities.

Based on the reaching of information, still there is the lack of civil servants, the leadership style is applied by the leaders of the Office of Industry, trade and Cooperatives of North Musi Rawas also not in accordance with the condition of existing employees because the leadership does not give opportunities for employees to convey ideas and the leadership does not include employees in decision making, lack of following up on civil servant and non-civil servant employees who are not disciplined and civil servant and non-civil servant employees who do not carry out their work according to their duties and responsibilities.

The work environment also does not support the performance of its employees in supporting the completion of work because the place is still in rental conditions, the electricity is not stable, the room temperature is hot due to low electricity voltage so that the AC or other air conditioners can not be useful better, and there are odors around in the workplace so that it does not provide comfort at work, there is noise that makes employees feel uncomfortable, and the decoration of the workplace is less attractive. This is also appeared by the low level of employee motivation, causing employee performance to decrease because employees feel unhappy with the work being done and do not try their best to get good work performance.

2. Literature Review

The Leadership style is a pattern of attitudes and behavior that showed in processing to influence the person (Matondang, 2018). The Leadership style is the leader's way to act or How the leader influences the members to reach the goals (Edison et al., 2018b). So, based on some of these opinions, leadership style is a method used by leaders in influencing, directing, encouraging and controlling subordinates in achieving certain organizational goals.

The work environment is a place that exists on the organization, both the physical environment, or the social environment, and the virtual environment that can be used to improve employee performance and company performance on continuing (Busro, 2017). The work environment is something that are there at the work environment who can influence themselves in doing tasks such as temperature, humidity, ventilation, lighting,

noise, cleanliness of the workplace and the adequacy of work equipment (Pandi, 2016). Based on some of these opinions, it can be concluded that the work environment is everything that exists around employees that can influence employees in doing the tasks are charged by an organization.

The Work motivation is A behavior and the factors that influence employees for behaving towards their work (Pandi, 2016). Work motivation is a process that shows individual intensity, direction, and persistence as an effort to achieve the goals og organization (Donni, 2018). So, based on some of these opinions motivation is a factor that can influence and encourage employees to be able to work successfully so that employee's desires and he goals of organization can be achieved.

The employee performance is about doing the job and the results that achieved from the job. Performance is about what is done and how the way to do it (Wibowo, 2017). Performance is the degree of task preparation that manage the person's job (Pandi, 2016). So, the performance is the willingness of a person or group of people to aado activities or to perfect them in accordance with their responsibilities with the expected results. Performance is the result achieved by someone according to the standards that apply to the job in question. Based on some of these opinions, performance is the work achieved by an employee in quality and quantity in doing the tasks in accordance with the responsibilities is given.

3. Research Method

The nature of this research is a quantitative causal research method. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing established hypotheses (Sugiyono, 2019). The design or research design used in this study uses the variables that have mutual influence, namely between the variables that have elements that influence and are influenced. This study will use 2 (two) independent variables, the first is intervening variable and the second is dependent variable. The independent variable is consists of leadership style and work environment while the intervening variable is motivation and the dependent variable is performance.

The population in this research were the employees of the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency with the status of civil servants and non-civil servants, totaling 98 (ninety eight) people. The sampling technique used is saturated sampling, namely samples which, when added in number, will not increase representation so that it will not affect the value of the information that has been obtained and is a sampling technique that is taken as a whole because the number of samples is not more than 100 people. The number of samples in this study $(98-1) = 97$ respondents consisting of 14 civil servants (PNS) and 83 non-civil servants (PNS), while 1 person as a leader was not used as a sample. In this research, the data collection technique used by conducting interviews (interviews) and then distributing questionnaires related to the indicators are used related by the work units.

4. Findings and Discussions

Result Test of The Leadership Style (X_1) toward The Performance Employee (Y)

Table 1. *Coefficients^a* The Leadership Style toward The Performance Employee

	<i>Model</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	7,858	,000
	The Leadership Style (X ₁)	6,665	,000

The first table shows the results of the t (partial) test for the Leadership Style variable (X₁) toward The Employee Performance variable (Y). The results obtained are $t_{hitung} = 6,665 > t_{tabel} (97-1=96) = 1,660$ and the significant value obtained is $0.000 < 0.05$. That is, the variable Leadership Style (X₁) has a significant influence toward The Employee Performance variable (Y) at the Office of Industry, Trading and Cooperatives, North Musi Rawas District.

Result Test of The Employee environment (X₂) toward the Employee Performance (Y)

Table 2. *Coefficients^a* The Employee environment toward the Employee Performance

	<i>Model</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	8,420	,000
	Employee environment(X ₂)	6,011	,000

The 2nd table shows the results of the (partial) t-test for the Work Environment variable (X₂) toward the Employee Performance variable (Y). The results obtained are $t_{count} = 6.011 > t_{table} (97-1=96) = 1.660$ and the significant value obtained is $0.000 < 0.05$. This means that the Work Environment variable (X₂) has a significant influence toward the Employee Performance variable (Y) at the Office of Industry, Trade and Cooperatives, North Musi Rawas Regency.

Result Test of the Leadership Employee (X₁) toward the Motivation (Z)

Table 3. *Coefficients^a* the Leadership Employee toward the Motivation

	<i>Model</i>	<i>T</i>	<i>Sig.</i>
1	(Constant)	4,526	,000
	Leadership style (X ₁)	3,805	,000

The 3rd table shows the results of the t (partial) test for the Leadership Style variable (X₁) on the Motivation variable (Z). The results obtained are $t_{count} = 3.805 > t_{table} (97-1=96) = 1.660$ and the significant value obtained is $0.000 < 0.05$. This means that the Leadership Style variable (X₁) has a significant influence on the Motivation variable (Z) in the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency.

Result Test of the Work Environment (X₂) toward the Motivation (Z)

Table 4. *Coefficients^a* Result Test of the Work Environment toward the Motivation

	<i>Model</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	4,607	,000
	The Work Environment (X ₂)	3,984	,000

The 4th table shows the results of the (partial) t-test for the Work Environment variable (X₂) toward the Motivation variable (Z). The results obtained are $t_{\text{count}} = 3.984 > t_{\text{table}} (97-1=96) = 1.660$ and the significant value obtained is $0.000 < 0.05$. It means that the Work Environment variable (X₂) has a significant influence toward the Motivation variable (Z) at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency.

Motivation Test Results (Z) on Employee Performance (Y)

Table 5. Coefficients of Motivation on Employee Performance

	<i>Model</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	11,929	,000
	Motivation (Z)	4,807	,000

The 5th table shows the results of the t (partial) test of the motivation variable (Z) toward the employee performance variable (Y). The results obtained are $t_{\text{count}} = 4.807 > t_{\text{table}} (97-1=96) = 1.660$ and the significant value obtained is $0.000 < 0.05$. It means that the variable Motivation (Z) has a significant influence toward the variable Employee Performance (Y) at the Office of Industry, Trade and Cooperatives, North Musi Rawas District.

Result Test of the Leadership Style (X₁) and the Work Environment (X₂) toward the Motivation (Z)

Table 6. ANOVA Leadership Style and Work Environment on Motivation

	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	90,332	2	45,166	10,839	,000^b
	<i>Residual</i>	391,688	94	4,167		
	<i>Total</i>	482,021	96			

The sixth table above is the result of the F test (simultaneous) on the variable Leadership Style (X₁) and Work Environment (X₂) toward the variable Motivation (Z). The results obtained are the value of $F_{\text{count}} = 10.839 > F_{\text{table}} (97-2-1 = 94) = 3.09$ and the significant value obtained is $0.000 < 0.05$. That is, the variables of Leadership Style (X₁) and Work Environment (X₂) have a simultaneous significant influence on the variable Motivation (Z) in the Office of Industry, Trade and Cooperatives of North Musi Rawas District.

Results Test of Leadership Style (X₁), Work Environment (X₂) and Motivation (Z) on Employee Performance (Y)

Table 7. ANOVA^a the Leadership Style, the Work Environment, and the Motivation toward Employee Performance

	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
	<i>Regression</i>	205,364	3	68,455	24,332	,000^b
1	<i>Residual</i>	261,646	93	2,813		
	<i>Total</i>	467,010	96			

The 7th table above is the result of the F test (simultaneous) on the variable Leadership Style (X_1), Work Environment (X_2), and Motivation (Z) on Employee Performance (Y). The results obtained are the value of $F_{count} = 24.332 > F_{table} (97-3-1 = 93) = 2.70$ and the significant value obtained is $0.000 < 0.05$. That is, the variables Leadership Style (X_1), Work Environment (X_2), and Motivation (Z) have a significant influence simultaneously on Employee Performance (Y) variables in the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency.

Result Test of Leadership Style(X_1) toward Employee Performance (Y) through Motivation (Z) as an intervening variable

Table 8. Model Summary The Leadership Style Toward The Motivation

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,364 ^a	,132	,123	2,098

The 8th table above shows that the value of R^2 or R Square in the model summary table is 0.132, it shows that the contribution of the Leadership Style variable (X_1) to the Motivation (Z) is 13.2%. The remaining 86.8% is contributed by other variables not included in the study.

Table 9. *Coefficients^a* Gaya the Leader Style toward the Motivation

	<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>
1	(Constant)	12,960	2,864	
	The Leadership style(X_1)	,224	,059	,364

The 9th table above is output regress in *coefficients* table is known that *beta* from The Leadership Style Variable (X_1) = 0,364 unit. Then for the value of R^2 is 0, 132, so the value of $e1$ can find the formula $e1 = \sqrt{(1-0,132)} = 0,932$

Table 10. *Model Summary^b* the Leadership Style toward The employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,619 ^a	,383	,370	1,750

The 10th table above has a value R² or R Square on *model summary* table is 0,383, this shows that the contribution of the Leadership Style (X₁) and Motivation (Z) variables to Employee Performance (Y) is 38.3%. The remaining 61.7% is contributed by other variables not included in the study.

Table 11. *Coefficients*^a the Leadership Style toward The employee Performance by The Motivation

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	16,142	2,634	
1 The Leadership Style (X ₁)	,283	,053	,465
Motivation (Z)	,269	,086	,273

The 11th table above is output regress in *coefficients* of is known that *beta* from The Leadership Style Variable (X₁) = 0,465 units. Whereas, the value of *beta* from The Motivation Variable (Z) = 0,273 units. Then for the value of R² is 0,520, so for the value of e² can find the formula $e^2 = \sqrt{(1-0,383)} = 0,785$.

The direct influence of Leadership Style (X₁) toward The Employee Performance (Y) is 0.465 units. Meanwhile, the indirect effect of Leadership Style (X₁) toward The Employee Performance (Y) through Motivation (Z) = 0.364 x 0.273 = 0.099 or total effect = 0.465 + 0.273 = 0.738.

The influence of mediation that is shown to be significant or not is tested by the Sobel test as follows:

$$Sab = \sqrt{b^2_{sa}^2 + a^2_{sb}^2 + sa^2_{sb}^2}$$

$$Sab = \sqrt{(0,269^2 \times 0,059^2) + (0,224^2 \times 0,086^2) + (0,059^2 \times 0,086^2)}$$

$$Sab = \sqrt{(0,072361 \times 0,003481) + (0,050176 \times 0,007396) + (0,003481 \times 0,007396)}$$

$$Sab = \sqrt{(0,0002518886) + (0,0003711017) + (0,0000257455)}$$

$$Sab = \sqrt{0,0006487358}$$

$$Sab = 0,025$$

Then the t value of the mediation statistic is obtained:

$$t_{count} = \frac{0,224 \times 0,269}{0,025}$$

$$t_{count} = \frac{0,060256}{0,025}$$

$$t_{count} = 2,410$$

From the calculation results, the t_{count} value of 2.410 is greater than the t_{table} of 1.660, meaning that there is an influence between the Leadership Style toward the Employee Performance through the Motivation as a mediating or *intervening* variable.

The Work Environment Test Results (X_2) toward Employee Performance (Y) through Motivation (Z) as an *intervening* variable

Table 12. *Model Summary^b* The work Environment toward The Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,378 ^a	,143	,134	2,085

The 12th Table above has a value is R^2 atau *R Square* it has written on the table of *model summary* is 0, 143, It shows that the contribution to the work Environment (X_2) toward The Motivation (Z) is 14,3%. The leftover 85,7% is the contribution of the others variables that didn't enter in the research.

Table 13. *Coefficients^a* the Work Environment toward the Motivation

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	12,794	2,777	
	The Work Environment (X_2)	,233	,059	,378

The 13th table above on the regression output in the table section *coefficients* it is able known that the value of *beta* from The Work Environment Variable(X_2) namely= 0,378 units. Then the value of R^2 is 0,143, so the value of e1 getting the formula $e1 = \sqrt{1 - 0,143} = 0,926$.

Table 14. *Model Summary^b* the Work Environment toward the Employee Performance through the Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,587 ^a	,345	,331	1,804

The 14th Table above has nilai R^2 atau *R Square* it has written on the table of *model summary* is 0,345, It shows that the contribution to the work Environment (X_2) and The Motivation (Z) toward The Employee Performance is 34,5%. The leftover 65, 5% is the contribution of the others variables that didn't enter in the research.

Table 15. *Coefficients^a* the Work Environment toward the Employee Performance through the Motivation

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>
(Constant)	17,580	2,658	
The Work Environment (X_2)	,253	,055	,417
The Motivation (Z)	,280	,089	,284

The 15th table above on the regression output in the coefficients table section shows that the value of *beta* to the Work Environment variable (X_2) = 0.417 units. Meanwhile, the value of *beta* to the variable Motivation (Z) = 0.284 units. Then the value of R^2 is 0.345, so the e_2 value can be found using the formula $e_2 = \sqrt{1-0.345} = 0.803$.

The direct influence of the Work Environment (X_2) toward the Employee Performance (Y) is 0.417 units. Meanwhile, the indirect effect of the Work Environment (X_2) on Employee Performance (Y) through Motivation (Z) = $0.378 \times 0.284 = 0.107$ or total effect = $0.417 + 0.284 = 0.701$.

The influence of mediation that is shown to be significant or not is tested by the Sobel test as follows:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{(0,280^2 \times 0,059^2) + (0,233^2 \times 0,089^2) + (0,059^2 \times 0,089^2)}$$

$$Sab = \sqrt{(0,0784 \times 0,003481) + (0,054289 \times 0,007921) + (0,003481 \times 0,007921)}$$

$$Sab = \sqrt{(0,0002729104) + (0,0004300232) + (0,000027573)}$$

$$Sab = \sqrt{0,0007305066}$$

$$Sab = 0,027$$

Then the t value of the mediation statistic is obtained:

$$t_{count} = \frac{0,233 \times 0,280}{0,027}$$

$$t_{count} = \frac{0,06524}{0,027}$$

$$t_{count} = 2,416$$

From the calculation results, the t_{count} value of 2.416 is greater than the t_{table} of 1.660, meaning that there is an influence between the work environment on employee performance through motivation as a mediating or intervening variable.

Based on the results of the research that has been done, to answer the formulation of the problem and prove the hypothesis that has been raised, it can be concluded that: (1) The Leadership Style influences the Employee Performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. The results obtained are $t_{count} = 6.665 > t_{table} = 1.660$ with a significant value obtained $0.000 < 0.05$. (2) The work environment influences the employee performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. The results obtained are $t_{count} = 6.011 > t_{table} = 1.660$ with a significant value obtained $0.000 < 0.05$. (3) Leadership style influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are $t_{count} = 3.805 > t_{table} = 1.660$ with a significant value obtained $0.000 < 0.05$. (4) The work environment influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are $t_{count} = 3.984 > t_{table} = 1.660$ with a significant value obtained $0.000 < 0.05$. (5) Leadership Style and Work Environment influence Motivation at the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency. The results obtained are $F_{count} = 10.839 > F_{table} = 3.09$ with a significant value obtained $0.000 < 0.05$. (6) Motivation influences employee performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency. The results obtained are $t_{count} = 4.807 > t_{table} = 1.660$ with a significant value obtained $0.000 < 0.05$. (7) The Leadership Style, The Work Environment and The Motivation affect The Employee Performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are $F_{count} = 24.332 > F_{table} = 2.70$ with a significant value obtained $0.000 < 0.05$. (8) The Leadership style influences The Employee Performance with the Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. The results obtained are $t_{count} = 2.410 > t_{table} = 1.660$. (9) Work Environment influences Employee Performance with Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. The results obtained are $t_{count} = 2.416 > t_{table} = 1.660$.

5. Conclusion

Based on the results of the research that has been done, to answer the formulation of the problem and prove the hypothesis that has been raised, it can be concluded that: (1) The Leadership Style influences the Employee Performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. (2) The work environment influences the employee performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. (3) Leadership style influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. (4) The work environment influences motivation at the Office of Industry, Trading and Cooperatives of North Musi

Rawas Regency. (5) Leadership Style and Work Environment influence Motivation at the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency. (6) Motivation influences employee performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency. (7) The Leadership Style, The Work Environment and The Motivation affect The Employee Performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. (8) The Leadership style influences The Employee Performance with the Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. (9) Work Environment influences Employee Performance with Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives of North Musi Rawas District.

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