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The Influence of Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable: The Case Study of OKU Regency Housing and Settlement Area Service in Baturaja

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Abstract

This research aims to determine the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable at the OKU Housing and Settlement Area Service in Baturaja. This type of research is associative. The variables researchers use are work discipline, organizational culture, work motivation, and performance. The sample in this research was 125 employees of the OKU Regency Housing and Settlement Area Service in Baturaja who were selected using cluster sampling. The data used in this research is primary data collected through a questionnaire. The data analysis technique used is Structural Modeling Equation (SEM) with the Lisrel Program Application. The results of this research show that (1) work discipline has a positive and significant effect on employee performance, (2) organizational culture has a positive and significant effect on employee performance, (3) work discipline has a positive and significant effect on employee work motivation, (4) organizational culture has an insignificant effect on employee work motivation, (5) work motivation has a positive and significant effect on employee performance at the OKU Regency Housing and Settlement Area Service in Baturaja.

Keywords: work discipline, organizational culture, work motivation, performance.

1. Introduction

Improving the quality of human resources (HR) is one of the main factors for increasing workforce competitiveness. Thus, it would help if you were prepared optimally to have the abilities, expertise, and skills you can rely upon to enter the world of work. One crucial factor that determines an organization's progress or failure lies in the quality of its human resources. Every organization always tries to obtain human resources to help achieve its goals. A company's success is primarily determined by its success in managing its human resources to achieve its goals (Mariani, 2018). For management activities to run well, the government must have knowledgeable and highly skilled employees who strive to manage the organization optimally to increase employee performance. According to Wibowo (2016), performance is the implementation of plans that have been prepared. Human resources implement performance

with the ability, competence, motivation, and interests. Organizations value and treat their human resources, influencing their attitudes and behavior in performing. Good performance is an optimal performance that meets organizational standards and supports achieving organizational goals. A good organization is an organization that tries to improve the capabilities of its human resources because this is a critical factor in improving employee performance.

The East Baturaja Regency Housing and Settlement Area Service is crucial in planning. Its primary responsibilities include (1) Implementing residential environment development, (2) Compiling data, monitoring, and evaluation, and (3) Facilitating cooperation between partnership institutions. The Baturaja Regency Housing and Settlement Service is one of the elements of the Regional Government Organization (OPD), which has the main task of carrying out regional government affairs in the field of settlement and housing based on economic principles, deconcentration, and assistance tasks—technical policy on settlement and housing affairs which includes settlement and housing planning. As a government agency tasked with carrying out government affairs in settlements and housing, it is supported by competent, qualified human resources with multi-disciplinary knowledge.

Based on the data, the objective shows that the target set by the Baturaja Regency Housing and Settlement Service has yet to achieve the target as desired by the agency. At the Baturaja Regency Housing and Settlement Service, target 1 was with a target of 71.25% and 83.18% realized, meaning it exceeded the target with good category capabilities, on target 2 with a target of 83.50% and 83% realized, meaning it did not reach the target with category capabilities. Good, then target 3 has 2 indicators, with the first indicator target being 76.58% and 81.44% realized, meaning exceeding the target with good category capabilities. The second indicator has a target of 61.64%, and 81.82% realized, meaning exceeding the target with sufficient ability category; then target 4 has 2 indicators, with the first indicator target being 14%, and 13.94% realized, meaning not achieving the target with poor category ability. The second indicator with a target of 44% and 16.67% realized, meaning not achieving the target with poor category ability, on target 5 with a target of 25% and 22.31% realized, meaning not achieving the target with poor category ability, on target 6 with a target of 17.43% and 29.18% realized, meaning exceeding the target with poor ability, then finally target 7 with a target of 80.75% and 80.25% realized, meaning it did not reach the target with good category ability.

We can understand that in terms of performance achievements, Baturaja Regency Housing and Settlement Department employees have 7 targets in 2022, including targets 2, 4, 5 and 7 by not achieving targets in various categories of ability, then targets 1 and 3 by exceeding target in the excellent category of ability, then finally in target 6 by exceeding the target in the poor category of ability, it can be seen that this condition means that performance achievements are not yet optimal, in this case it requires hard work to achieve targets and goals for achieving adequate performance. Researchers also found a phenomenon in the Baturaja Regency Housing and Settlement Service: there were indicators of work standards where employee work standards had not reached clarification or had been at a very good standard for the past three years. Based on the data, the work standard of the Baturaja Regency Housing and Settlement Service still needs to be clarified by the word perfect; in 2020, it only got 90.1, and in 2021, it decreased to 72.3, and in 2022, it became 72. Based on the table above, Employee Work Target (SKP) assessment standards indicate that work standards have not been achieved or work achievement in the assessment has not been optimal because the results of the work assessment carried out by employees have not achieved clarification or a very good predicate by achieving an

Employee Work Target (SKP) evaluation of 91 or above. At the Baturaja Regency Housing and Settlement Service Office, based on the performance results for the past 3 years, it can be seen that the Baturaja Regency Housing and Settlement Service has yet to achieve excellent performance. The average performance of Housing and Settlement Service employees has achieved sufficient and good performance, which is far from expectations, namely getting performance with excellent clarification, and this shows that the work standards of employees at the Baturaja Regency Housing and Settlement Service Office have not been achieved. The phenomenon of employee performance at the Housing and Settlements Department can be seen from an organization that, in achieving its goals, problems are constantly encountered, such as what happened in the Housing and Settlements Department, where researchers found phenomena that could influence or reduce the agency's performance.

Furthermore, there are indicators of cooperation because it was also found that there is still a lack of collaboration between employees at work; employees tend to be individualistic at work, only thinking about their work without caring about their co-workers. Then, a phenomenon occurs from motive indicators, namely a lack of encouragement or motivation from superiors, which is caused by a lack of interaction or communication between employees and superiors. This is the reason why employees do not have the desire to advance for the agency. One of the work variables that influences performance is work motivation. The motivation phenomenon at the Baturaja Regency Housing and Settlement Service regarding indicators of success is a problem where employees still have a low level of desire to excel, so they will not work optimally. There are indicators that there are still low opportunities for advancement because some employees need more initiative in working. Furthermore, there is still a need for employee activity to show their best abilities to be promoted, and many employees are still afraid of the risks of work, so there is a lack of innovation in expressing opinions. The next indicator is work relations; the condition of communication between lines is a little slow then, and some employees do not greet each other with their co-workers when they finish morning roll call and group exercise due to personal problems between employees that have not been resolved, so that they carry over into work, with this condition creating relationships. There needs to be more harmony between co-workers, or misunderstandings or miscommunication will often occur.

Another crucial variable that influences performance is work discipline. It serves as a tool for managers to communicate with their employees, encouraging them to change their behavior and increase their awareness and willingness to comply with all company regulations. This underscores the role of work discipline in fostering a productive work environment. Researchers also discovered the phenomenon of work discipline, which has indicators of complying with all regulations in the Housing and Settlements Department; since the implementation of attendance using fingerprints, it has not made employees diligent; on the contrary, the fingerprint system has made employees waste their time. Employees come only to do fingerprints. After that, they go home, and some employees are late for morning assembly and group exercise, and some don't attend.

Furthermore, the data shows decreased employee attendance from 2020 to 2022. Based on the data, the level of employees absent without explanation each month is relatively high, which means that employees still do not care about the work discipline regulated or determined by the government. In January, State Civil Service employees reached 19; 10 left early, and 14 people were permitted. In February, 31 people were absent without explanation, 10 left early, and 18 had permission. In March, 25 people were absent without explanation, 16 left early, and 9 had

permission. In April, 30 people were absent without explanation, 15 left early, and 10 had permission. In May, 27 people were absent without explanation, 22 left early, and 12 had permission. In June, 23 people were absent without explanation, 10 were leaving early, and 15 had permission. In July, 20 people were absent without explanation, 17 left quickly, and 20 had permission. In August, 28 people were absent without explanation, 13 swiftly left, and 17 had permission. In November, 22 people were absent without explanation, 20 left quickly, and 16 had permission. Researchers also found other phenomena in the Housing and Settlement Department of Baturaja Regency; there were indicators that employees were often absent during work, such as employees who, after being absent, disappeared or went home and came back after the break was over or there were also some employees after hours. Take a break, go home, and then return to the office. Some employees return quickly from the office, where the employees go home at 16.00 WIB, which the Baturaja Regency Housing and Settlement Service has determined.

Furthermore, researchers also found the phenomenon that there are indicators of effective use of time, where employees often use time that is not yet effective, where it is seen that employees are slacking off after break time and are still busy with their activities, so of course work is delayed so that employees appear to have not been disciplined in their work. Maximizing time effectively, where it can be seen that employees are slacking off after break time while still busying themselves with their activities; then, of course, what is delayed is their work, so employees seem to need to be more disciplined in maximizing their time effectively.

Apart from performance variables, work motivation, and work discipline, the variables that influence organizational culture about organizational culture researchers also found another phenomenon in the Baturaja Regency Housing and Settlement Service office regarding indicators of attention to detail; there are problems where there are still employees who are not detailed or Be careful in completing work because there are still errors in completing tasks and collecting data, such as data on residents in settlements who have daily access to water, so this shows that employees have not been thorough and detailed in completing their work. There are still things that could be improved in data collection. Then there are indicators of result orientation, where work only follows personal mood and does not meet expectations, and where employees do not show attitudes and values that are not good, resulting in the work produced not being optimal. In an organization, some teams are divided to expedite the tasks given to align with the agency's expectations. In contrast, in the Baturaja Regency Housing and Settlement Service, there are indicators of team orientation where employees have poor relationships and communication, and there is only one colleague in the team. In the team, personal problems are brought into work, resulting in problematic employees lacking cohesion. Therefore, this study was conducted to investigate the influence of work discipline and organizational culture on employee performance with work motivation as an intervening variable at the Baturaja Regency Housing and Settlement Service, as well as to address the existing phenomena and their impact on the service's operations.

2. Literature Review

One of the critical studies in human resource management is performance. Employee performance is crucial because it is a benchmark for the success or failure of an employee's work. According to Afandi (2018), performance results from an employee's work process meeting a government agency's requirements or work standards. According to Boudreau (Priansa, 2018), performance is the level at which employees carry out their work according to

predetermined requirements. According to Kasmir (2018), employee performance results from work and work behavior characterized by completing tasks and responsibilities over a certain period. This definition means that performance is the result of a person's work and work behavior over a period, usually one year. Performance can be measured by the ability to complete the tasks and responsibilities given.

According to Kasmir (2018) and Afandi (2018), several factors influencing performance include abilities and skills, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. Among the factors that influence performance is work motivation. According to Sutrisno (2019), motivation is a factor that encourages someone to carry out a particular activity. Motivation is often interpreted as a factor that can strengthen the drive for someone's behavior. Motivation questions how to direct the potential of subordinates and enhances the drive so that employees want to work together productively, successfully achieving and realizing predetermined goals.

Motivation is an effort to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated. Employee work performance will be low if they are not motivated to carry out the work. On the other hand, if the employee has high motivation to carry out the work, then in general, the employee's performance level will be high. According to Busro (2018), motivation is a drive from within an individual to carry out certain activities to achieve goals. Motivation is the encouragement, effort, and desire within humans that activates, empowers, and directs behavior to carry out tasks well within the scope of work. From the understanding of motivation, what is true for every person, motivation is self-concept realization, which means that a person will

Apart from motivation, a factor that is no less important is work discipline. Heidjrachman and Husnan (2016) state that discipline is every individual and group ensuring compliance with orders and taking the initiative to carry out necessary actions if there are no orders. The higher the work discipline of each employee, which is supported by adequate skills, wages, or salaries, the more influenced the agency's activities are. According to Hasibuan (2018), discipline is a rule that applies both written and unwritten, and he can carry it out and does not refuse to accept sanctions if he violates the duties and authority given to him. The enforcement of discipline is essential in an organization because, with discipline, it is hoped that most of the employees will comply with some of the regulations and that the work will be carried out as effectively and efficiently as possible. So that every employee can improve his career, the employee must try hard to manage himself, not surrender to fate, and not play with collusion and nepotism. The problems that occur are the increasing level of employee attendance, lack of supervision from superiors resulting in employees who work often arriving late, employees often leaving during office operating hours for personal needs, and some employees who do not wear uniforms and do not wear ID cards. (Sujarweni, 2017).

Work discipline also influences performance. According to Hasibuan (2018), work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. With high work discipline, food can help improve employee performance (Siagian, 2017). Discipline is a form of obedience or obedience to applicable regulations, both written and unwritten. This obedience manifests in the form of attitudes, behavior, and actions that follow these regulations. How will an organization run well if its employees or human resources are not disciplined and need to have the awareness and willingness to comply with all the

regulations of an organization? On the other hand, if the presence of employees increases discipline, starting with a high level of awareness and obeying all organizational regulations, then a good work atmosphere will be created. Excellent or positive, and this will significantly influence the level of employee performance.

Work discipline also influences work motivation. The presence of work discipline will ensure the maintenance of order and encourage work enthusiasm or motivation as well as facilitate the smooth implementation of tasks so that practical work results are obtained and organizational targets will be achieved; otherwise, if employees do not comply with the rules, regulations, or norms. - The norms that apply in the organization will give rise to bad behavior in terms of habitually delaying time at work, which will hinder the implementation of the work process and make the achievement of the work results received less effective.

Apart from work motivation and discipline, organizational culture is another factor that influences performance. According to Edison et al. (2016), organizational culture is a shared beliefs, behavior, assumptions, and values pattern. Organizational culture shapes how members behave and interact and influences how they work. It is hoped that organizational culture will create an environment conducive to improving individual performance. Organizational culture is a system of beliefs and values developed by an organization that guides the behavior of members of the organization itself. According to Nimran in Busro (2018), organizational culture is a system of meaning shared by an organization that differentiates it from others. Organizational culture is a shared perception held by members of an organization as a system of organizational values, which then influences the way of working and behaving of members of the organization so that the value system or meaning system is able to differentiate one organization from another.

Organizational culture also influences motivation; a conducive and comfortable organizational culture can make employees feel comfortable and calm at work, thereby creating a sense of motivation within employees; on the other hand, if the conditions of organizational culture are less conducive, then it will make employees less comfortable at work so it can be said that employees They lack motivation to work because the organizational culture where the employee works is not by the understanding they apply to their life. A good organizational culture can stimulate employee comfort and enthusiasm at work, meaning that employees have a sense of motivation because a conducive organizational culture supports it. The research findings by Soelistya et. All (2021) underscore the crucial role of Work Discipline in work motivation, serving as a significant intervening variable. In contrast, the research by Jumadil et al. (2023) suggests that while work discipline has a positive effect, it is not significant in influencing work motivation, emphasizing the nuanced nature of this relationship. According to Hakim (2020), research results show that organizational culture positively and significantly affects work motivation as an intervening variable. Meanwhile, according to Lasarudin (2021), research results show that organizational culture has a positive but insignificant effect on work motivation.

3. Research Method

The object of research is the Baturaja Regency Housing and Settlement Area Service, located at Jln Kemelak Bindung Langit, Kec. East Baturaja District. Ogan Komering Ulu South Sumatra 32111, Baturaja Regency Housing and Settlement Service Office as the organizer of regional government affairs in the field of settlement and housing based on the principles of autonomy, deconcentration, and assistance duties for the Baturaja Regency area, South

Sumatra. The variable in question is to determine the influence of work discipline and organizational culture on employee performance, with work motivation as an intervening variable at the Baturaja Regency Housing and Settlement Service. Employee Performance is the result of employee work that is well designed to help achieve the goals of the OKU Regency Housing and Settlement Service office in Baturaja and provide hope for the progress of the OKU Housing and Settlement Service office in Baturaja, with indicators of goals, work standards, and cooperation. Work motivation is an internal drive that creates enthusiasm for employees' work so that they are willing to work together effectively and with integrity in a series of human behavior processes in achieving the goals of the OKU housing and settlement office in Baturaja, with indicators of success, opportunities for advancement and work relationships. Work Discipline is the awareness and willingness of employees to comply with all regulations of the OKU housing and settlement office in Baturaja and carry out applicable norms or rules regularly, diligently, and continuously and work so that they are willing to change a behavior, with indicators of complying with regulations, not absenteeism and effective use of time. The sharing of social knowledge within an organization regarding the rules, norms, and values shapes the attitudes and behavior of Baturaja Regency Housing and Settlement Department employees, with indicators of attention to detail, results orientation, and team orientation.

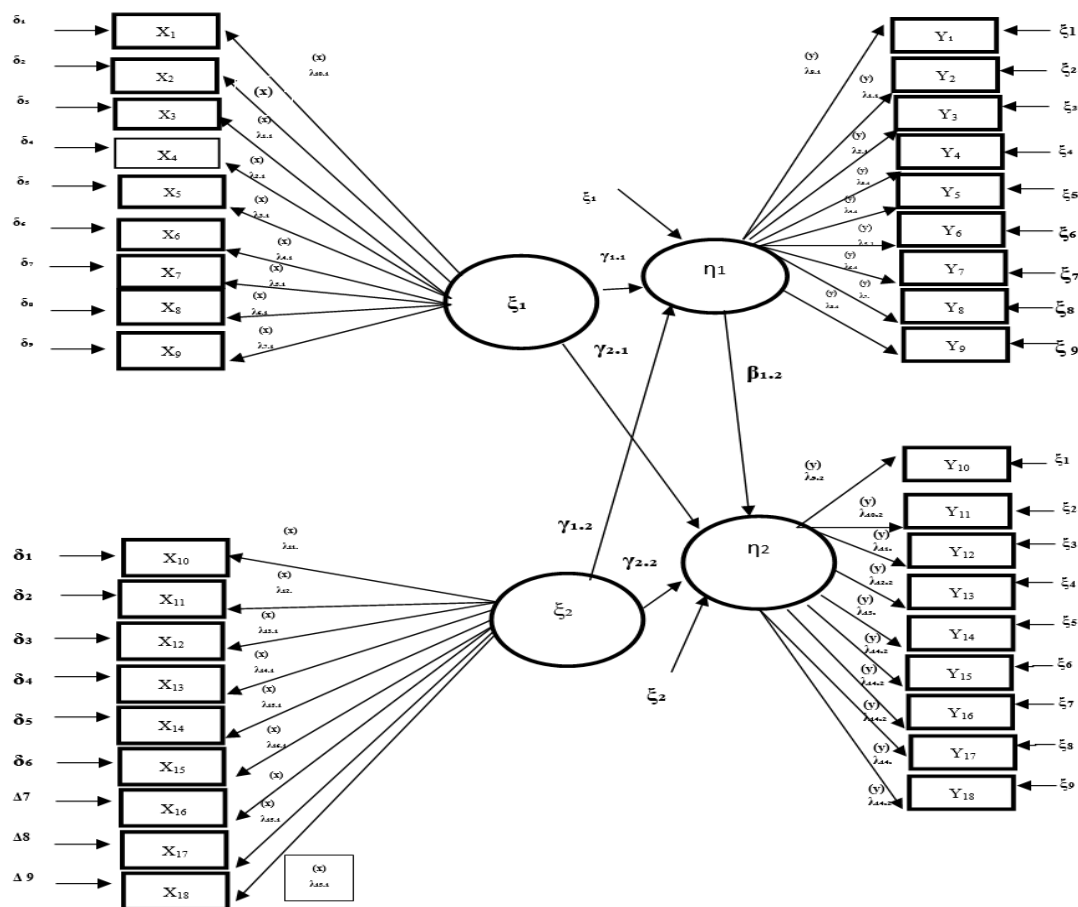


Figure 1. Structural Equation Modeling

Keterangan :

Published by:

- ξ_1 = (ksi); latent variable exogen work discipline
 ξ_2 = (ksi); latent variable exogen cultural organization
 η_1 = (eta); latent variable endogen work motivation
 η_2 = (eta); latent variable endogen performance
 γ = (gamma); direct correlation exogen variable on endogen variable
 ζ = (zeta); error term
 β = (beta); direct correlation endogen variable on exogen variable
 δ = (delta), measurement error of exogen variable
 Φ = (Psi), covariance matrix
 ε = (epsilon), measurement error of endogen variable
 λ = (Lambda), correlation of endogen and exogen variable with its indicators
X1 to X9 = work discipline indicators
X10 to X18 = organizational culture indicators
Y1 to Y9 = work motivation indicators
Y10 to Y18 = performance indicators

The population used in this research was all Baturaja Regency Housing and Settlement Area Service Office employees, totaling 182 people. The sample used in research on Baturaja Regency Housing and Settlement Service Office employees is 125 employees. The sampling technique above is used: probability sampling with cluster sampling. This study will employ structural equation modeling (SEM).

4. Findings and Discussions

This analysis was carried out on all constructs separately to test the measurement model by evaluating construct validity and construct reliability. The picture above shows that all loading factor variables have values greater than the error value. This indicates that the CFA (Confirmatory Factor Analysis) examiner at the initial stage in the picture above has met the requirements for the next testing stage.

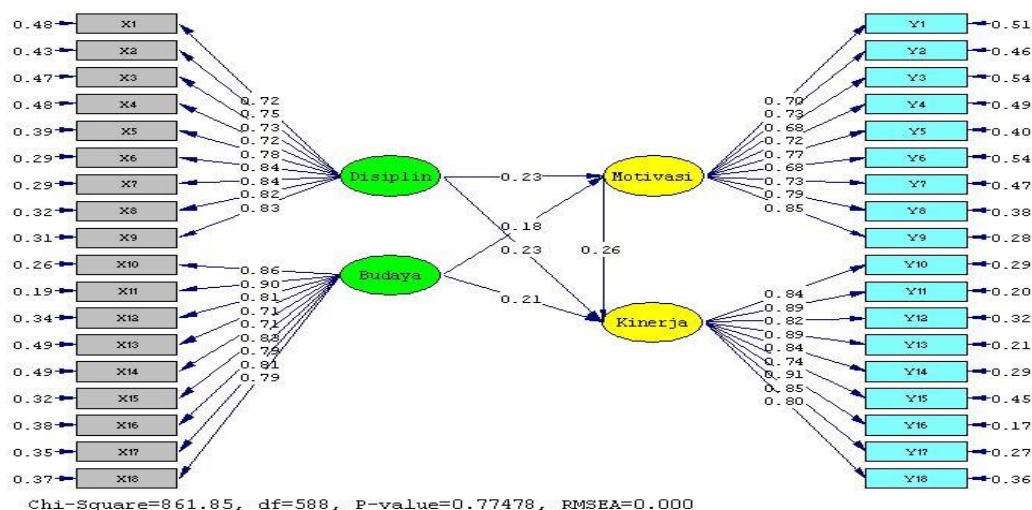


Figure 2. Structural Equation Modeling

Based on Table 1, the model is good because the overall goodness of fit index criteria is included in the good fit category, especially the P-value greater than 0.05. The RMSEA value is less than 0.05, so there is no need for model modifications to be made.

Table 1. *Goodness Of Fit Index*

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	Hasil Analisis	Evaluasi Model
P-Value	$\geq 0,05$	0.775	Good Fit
RMSEA	$\leq 0,1$	0,000	Good Fit
GFI	$\geq 0,90$	0,80	Fit
NNFI	$\geq 0,90$	0,99	Good Fit
SRMR	$\leq 0,1$	0,056	Good Fit
IFI	$\geq 0,90$	0,99	Good Fit
CFI	$\geq 0,90$	0,99	Good Fit
RFI	$\geq 0,90$	0,92	Good Fit
NFI	$\geq 0,90$	0,93	Good Fit

The Influence of Work Discipline on Work Motivation of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Significantly, the test results reveal that discipline positively and substantially impacts the work motivation of the OKU Regency Housing and Settlement Area Service employees in Baturaja. The t-value results of $2.39 > 1.96$ unequivocally conclude that discipline is pivotal in enhancing work motivation. The results of this research are based on the theory of Saydam and Kadarisman in Erri & Fajrin (2018), who say that work discipline is one of the factors influencing work motivation. This research aligns with the findings of Soelistya (2021). However, it diverges from the conclusions of Jumadil (2023), who suggests that work discipline has a positive but not significant effect on work motivation. The reason this research is different from Jumadil's (2023) research is that it is based on several aspects, namely, the sample used in Wiwien Jumadil's (2023) research was 101 samples, whereas, in this research, there were 125 samples. The sampling technique for Jumadil's research (2023) used the census or saturated sampling method, while in this study, the cluster sampling technique (sample area) was used. Jumadil's (2023) research data testing method uses the SPSS version 20 application, while the Lisrel program application is used in this research. The respondents' answers show that work discipline affects work motivation. It can be seen from the distribution of answers among respondents that the problem is as follows: a) Some employees still need to comply fully with all existing regulations in the agency; b) There are still employees working on reports who are late; c) There is still a need for more awareness among individual employees about leaving the workplace without asking permission from the leadership. The consequences of this problem are that each employee has not shown a desire to be more successful, lacks initiative in carrying out work, and still has yet to say hello when they finish morning assembly and group exercise. Researchers suggest that to increase employees' sense of discipline; leaders must pay more attention to employees who leave the workplace or are absent without orders and permission from the leadership. They are not disciplined in carrying out their duties properly, and many employees still do not comply with existing regulations, so it is recommended that supervision be provided. Be more intensive by giving direct warnings and hand touches from superiors to employees who still frequently do things like that, giving appropriate sanctions to employees who are deemed to need sanctions. It affects employees not to do it again, so it is hoped that it will increase employee motivation.

This research delves into the Influence of Organizational Culture on Work Motivation, specifically focusing on the OKU Regency Housing and Settlement Area Service employees in Baturaja. The findings of this study are crucial for understanding the dynamics of work motivation in this organization. Based on the test results, organizational culture positively and significantly influences the work motivation of OKU Regency Housing and Settlement Department employees in Baturaja. Test results show T-Values of $1.91 < 1.96$, so organizational culture does not significantly affect work motivation. According to Saydam and Kadarisman in Erri and Fajrin (2018), external factors originating from outside employees can also influence motivation, namely organizational culture. This research aligns with the findings of Hakim (2020), highlighting a positive and significant influence of organizational culture on work motivation. However, it diverges from the conclusions of Lasarudin (2021), who suggests that while organizational culture has a positive effect, it is insignificant. This contrast underscores the unique contribution of this study to the existing body of research. This research is different from Lasarudin's (2021) research because it is based on several aspects. For example, the number of respondents in Lasarudin's (2021) research is much smaller, namely 35 respondents. In contrast, there were 125 respondents in this study. Lasarudin (2021) took samples using nonprobability or saturated sampling, while the research used cluster sampling (sample area). Lasarudin's (2021) data analysis method uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM). The respondents' answers show that organizational culture influences work motivation. It can be seen from the distribution of answers among respondents that the problem is as follows: a) There are still some employees who need to be more detailed and thorough in their work; b) There are still employees who need to complete their work optimally; c) There are still some employees who bring personal problems to work. The consequences of this problem are that each employee has not shown a desire to be more successful, lacks initiative in carrying out work, and still has yet to say hello when they finish morning assembly and group exercise. Researchers suggest that to improve the culture in the organization, leaders must pay more attention to employees making mistakes in inputting data, then pay more attention to employees who have not completed their tasks optimally and avoid bringing personal problems to work; leaders must provide direction or retraining so that minimize errors in data input and complete tasks optimally, then the leadership provides mediation, warnings, and even sanctions if necessary to employees who still have personal problems at work so that issues are quickly resolved so that later it is hoped that the culture in the organization can run well and by what is intended and desired by organizations and employees so that it can increase motivation for employees in the future.

The Influence of Work Discipline on the Performance of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Our test results indicate that work discipline does not significantly impact the performance of OKU Regency Housing and Settlement Service employees in Baturaja. However, the results from the lisrel application, with T-Values of $2.60 > 1.96$, suggest a positive and significant effect of work discipline on performance. These findings align with Kasmir's (2016) theory, which posits that work discipline is a key factor influencing employee performance. This research is not in line with research conducted by Aprilianti (2022), which states that work discipline has a positive and significant influence on employee performance. The reason this research is different from Aprilianti's (2022) research is because it is based on several aspects, namely, the data testing method in Aprilianti's research. (2022) used the SPSS application, while this study used Lisrel SEM. The sampling

method used by Aprilianti (2022) is a saturated sampling technique, whereas, in this study, the Cluster Sampling technique (sample area) was used. The data analysis method used by Aprilianti (2022) uses multiple linear regression analysis, while this research uses Structural Equation Modeling (SEM). The reasons the work discipline variable does not affect performance are: first, elements in the indicators other than those asked by the researcher may affect performance, meaning that in this case, the researcher conducting the research only took three indicators that were close to the goal in asking questions to respondents because according to researchers these indicators are the indicators that best represent or correspond to the phenomena and facts when making observations. However, the results obtained by researchers from questionnaires that have been distributed and processed state that the work discipline variable does not affect performance, so indicators of work discipline that are not included in this research may have a significant favorable influence on the work discipline variable on performance. The respondents' answers show that work discipline does not affect performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. Some employees still need to comply fully with all existing agency regulations; b. Some employees still need to be more disciplined in carrying out the tasks given; c. There is still a need for more awareness among individual employees about leaving the workplace without asking permission from the leadership. The consequences of this problem are that employees still need to work by the agency's goals, and work standards still need to be implemented correctly. There is a lack of good cooperation when working, and employees have not shown anything more to the agency. Researchers suggest that to increase employees' sense of discipline; leaders must pay more attention to employees who leave the workplace or are absent without orders and permission from the leadership. Then, they are not disciplined in carrying out their duties properly, and many employees still do not comply with existing regulations, so it is recommended that supervision be provided. Be more intensive by giving warnings and direct touch from superiors to employees who frequently do things like that, giving appropriate sanctions to employees who are deemed to need sanctions. It has an effect on employees not to do it again, so it is hoped that employee performance will improve.

The Influence of Organizational Culture on the Performance of OKU Regency Housing and Settlement Area Service Employees in Baturaja. Our research findings, based on the test results, reveal a significant and positive impact of organizational culture on the performance of OKU Regency Housing and Settlement Department employees in Baturaja. The Lisrel application test results, with T-Values of $2.44 > 1.96$, unequivocally demonstrate the significant influence of organizational culture on performance. These findings align with the theory proposed by Kasmir (2018), emphasizing the pivotal role of organizational culture in shaping employee performance. Our research is in line with the findings of Fauzi M Nur SP. (2022), underscores organizational culture's positive and significant effect on performance. However, it diverges from the research conducted by Nasir (2021), which suggests a positive but not significant effect of organizational culture on performance. This divergence highlights the unique contribution of our research, which employs the Structural Equation Modeling (SEM) method and a larger sample size, providing a more comprehensive understanding of the relationship between organizational culture and performance. The reason this research is not in line with Nasir's (2021) research is because several aspects, namely, the analytical method used by Munawair Nasir's (2021) research is multiple linear regression analysis, while this research uses the Structural Equation Modeling (SEM) method. The data testing method used in Munawair Nasir's research (2021) is the SPSS method. V 25 For Windows, while the research uses Lisrel

SEM. The number of samples used by researcher Munawair Nasir (2021) was 20; in this study, there were 125 samples. The sampling technique used by researcher Munawair Nasir (2021) is saturated, while this research uses a cluster sampling technique. The results of the respondents' answers show that organizational culture influences performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. There are still errors in data input; b. There are still employees who complete work that could be more optimal; c. There are still employees who bring personal problems to work. There are still employees who need to work toward the agency's objectives. Work standards must be appropriately implemented, and proper cooperation must be improved. Employees have not shown anything more to the agency. Researchers suggest that to improve the culture in the organization, leaders must pay more attention to employees making mistakes in inputting data than pay more attention to employees who still need to complete their tasks optimally. To avoid bringing personal problems to work, leaders must provide direction or retraining to minimize errors in data input and complete tasks optimally; then, the leadership includes mediation, warnings, and even sanctions, if necessary, to employees who still have personal problems at work so that issues are quickly resolved, so that later it is hoped that the culture in the organization can run well and by what is intended and desired by the organization and employees so that it can improve the performance of employees in the future.

The Influence of Work Motivation on the Performance of OKU Regency Housing and Settlement Department Employees in Baturaja. Based on the test results, work motivation significantly affects the performance of OKU Regency Housing and Settlement Department employees in Baturaja. The test results using the Lisrel application show T-Values results of $2.79 > 1.96$, so it can be concluded that work motivation affects performance. The results of this research are per the theory that, according to Kasmir (2018), work motivation influences employee performance. However, this research differs from research conducted by Nurdiana (2022), which states that work motivation has a positive but insignificant effect on performance. This research differs from Nurdiana's (2022) research because the number of samples used by Nurdiana's (2022) researchers was much smaller, at 57, while this research had 125 samples. The results of the respondents' answers show that work motivation affects performance. It can be seen in the distribution of answers to respondents regarding the problem as follows: a. Employees need to demonstrate their desire to succeed; b. Lack of employees taking the initiative to carry out work; c. Some employees still need to greet each other after the morning assembly. This problem results in some still needing to work toward the agency's objectives. Work standards must be appropriately implemented, and proper cooperation must be improved. Employees have not shown anything more to the agency. Researchers suggest that the Palembang City Public Works and Spatial Planning Department leaders should always provide work motivation and enthusiasm to employees so they can show their desire to succeed. Leaders should give direction regarding increasing the sense of caring among employees so that they can take more initiative in carrying out their work. The latter has been increased more intensively to supervise employees who still act differently toward fellow employees during morning roll calls. Leaders need to increase the sense of harmonization so that work motivation can run well and according to what the organization and employees want; it can improve employee performance in the future.

The Influence of Work Discipline on the Performance of OKU Regency Housing and Settlement Service Employees in Baturaja with Work Motivation as an Intervening Variable. Based on the test results, the direct effect of work discipline on performance is 0.23, while the

indirect effect of work discipline on performance with work motivation as an intervening variable is 0.06. This means that work motivation weakens the influence of work discipline on performance. This statement is based on distributing questionnaires and responses to existing statement items showing that work discipline influences performance through the intervening variable of work motivation. The results of the questionnaire statement from the Work Motivation variable were dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, relatively high. However, out of 125 respondents, some respondents agreed and strongly agreed.

The influence of organizational culture on the performance of OKU Regency Housing and Settlement Department employees in Baturaja with work motivation as an intervening variable. Based on the test results, the direct influence of organizational culture on performance is 0.18, while the indirect influence of organizational culture on performance with work motivation as an intervening variable is 0.05. This means that work motivation weakens the impact of organizational culture on performance. This statement is based on the results of distributing questionnaires and responses to existing statement items showing that organizational culture influences performance through the intervening variable of work motivation with the results of the questionnaire statement from the Work Motivation Variable dominated by respondents' answers of disagreeing and strongly disagreeing, even neutral, relatively high. However, of the 125 respondents, some agreed, and some strongly agreed.

5. Conclusions

It can be concluded that (1) Work discipline positively and significantly influences the work motivation of OKU Regency Housing and Settlement Service employees in Baturaja. (2) Work discipline positively and significantly influences the performance of OKU Regency Housing and Settlement Area Service employees in Baturaja. (3) Organizational culture does not significantly influence the work motivation of OKU District Housing and Settlement Department employees in Baturaja. (4) Organizational culture significantly influences the performance of OKU Regency Housing and Settlement Area Service employees in Baturaja. (5) Work motivation significantly influences the performance of OKU Regency Housing and Settlement Service employees in Baturaja. (6) Work motivation weakens the influence of work discipline on performance and weakens organizational culture's impact on the performance of OKU Regency Housing and Settlement Service employees in Baturaja.

To improve work discipline and motivation, leaders must provide more intensive supervision by giving warnings and direct touch from superiors to employees and provide appropriate sanctions to employees who are deemed to need sanctions. It affects employees who do not do it again, so it is hoped that it will increase employee motivation. To improve work discipline regarding employee performance, leaders must provide more intensive supervision of employees by giving warnings to employees. So that it affects employees not to do it again, so it is hoped that it will improve employee performance. To improve organizational culture regarding motivation, leaders must provide more intensive supervision of employees who do not yet have a sense of team cohesion at work, so the culture for building a sense of cohesion is further improved so that they can provide more motivation for employees so that in the future it is hoped that the culture in the organization can run well and can increase employee motivation. To improve organizational culture on employee performance, leaders must maintain a culture that is considered to be good in its implementation, but it is still necessary to improve the culture that is not working well, such as giving warnings to employees who still have errors

in data input, so leaders provide training. Significantly for employees to minimize the mistakes while working. To increase motivation for employee performance, leaders must pay attention to employees who have not succeeded in showing their best abilities. Leaders must support and facilitate employee development training and other activities so that employees will work according to the agency's expectations. To improve work discipline on motivation and its impact on employee performance, leaders must provide more intensive supervision by providing direct warnings from superiors and giving appropriate sanctions to employees deemed to need them. So that it affects employees not to do it again, it is hoped that it will increase motivation for employees and impact employee performance. To improve organizational culture towards motivation and impact employee performance, leaders must provide more intensive supervision by giving direct warnings from superiors so that it is hoped that the culture in the organization can run well and by what is desired by the agency.

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The Influence of Leadership and Working Environment on Employee Performance with Work Motivation as Intervening Variable: A Case Study of PT Sawit Mas Sejahtera Lahat

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Abstract

This research aims to determine the influence of leadership and work environment on employee performance with work motivation as an intervening variable at PT Sawit Mas Sejahtera, Lahat Regency. The type of research is associative. Leadership, work environment, motivation, and performance are the variables used. The research sample consisted of 200 PT Sawit Mas Sejahtera employees, Lahat Regency, who were selected using cluster sampling. The data used is primary data with a questionnaire data collection method. Structural Equation Modeling (SEM) with the Lisrel application program is the data analysis technique. The research results show that (1) leadership has a positive and significant effect on employee work motivation, (2) the work environment has a positive and significant effect on employee work motivation, (3) leadership has a positive and significant effect on employee performance, (4) the work environment has an effect not significant on employee performance, (5) work motivation has a positive and significant effect on employee performance of PT Sawit Mas Sejahtera Lahat Regency.

Keywords: Leadership, Working Environment, Work Motivation, Employee Performance.

1. Introduction

The main goal of the Indonesian nation's national development is to develop the Indonesian people as a whole, both materially and spiritually. In this context, the role of humans in development is monumental and cannot be overlooked. Human resources are not just the object of development, but they must also be the subject of development. Human resource development and management are crucial in this journey, aiming to improve quality and make people productive and independent. This emphasis on human resource development should inspire and commit us to the progress of our nation, as it is through the development of our people that we can truly achieve national progress. The role of human resource development in national progress should inspire and commit us to the progress of our nation, as it is through the development of our people that we can truly achieve national progress.

Human resources, as a significant factor in an organization or company, hold a strategic position in the organization's hierarchy. Their role is not just important but integral to the achievement of company goals. As the company's goals face increasingly complex forms of

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competition, the performance of each individual or employee becomes a crucial factor in the company's success. This performance, in turn, impacts and is reflected in the company's overall performance, underscoring the value of each employee's contribution.

Company goals can only be realized with the active role of all company-owned human resources. Companies need enthusiastic human resources who can adapt to every technological change

and the work environment. As the company, leaders and employees own human resources and are expected to care, focus, and perform optimally in their duties and functions. Company leaders and employees are expected to be able to support the optimization of company performance and sustainability.

Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. Company leaders must consider the performance of employees. According to Kasmir (2019), Employee performance is the result of work and work behavior achieved in completing the tasks and responsibilities within a certain period. From this definition, performance is the result of the work and work behavior of a person or group of people over a period, usually 1 (one) year. Performance can be measured by the ability to complete the tasks and responsibilities given.

PT Sawit Mas Sejahtera (SMS) is a company based on oil palm plantations. PT Sawit Mas Sejahtera was founded in Sungai Laru village, Kikim Tengah subdistrict, Lahat district in 2013. PT Sawit Mas Sejahtera is part of the PT SMART Tbk (Sinarmas Agro Resources and Technology) group under the parent company Golden Agri-Resources (GAR). GAR is part of a global leader in palm oil production, one of the largest palm oil plantation companies in the world. PT Sawit Mas Sejahtera (SMS) has a palm oil mill business unit (PKS Sungai Kikim) and an oil palm core plantation area. In Lahat Regency, PT SMS has a land area of $\pm 8,600$ hectares, with $\pm 5,600$ hectares used productively (planting area) and the remaining land used for factory areas and is still empty. At the Lahat Regency location, PT SMS has several employees and female employees in several areas, including Kikim Tengah, Kikim Timur, and Kikim Barat sub-districts. Sustainability is integral to PT SMS's business and is guided by GAR's Social and Environmental Policy (KSLG). KSLG is a roadmap shared with employees, farmers, suppliers, and customers to realize a sustainable palm oil industry.

Researchers have observed and identified specific problematic phenomena at PT Sawit Mas Sejahtera (SMS) that could hinder the company's performance. These include issues related to equipment availability, employee motivation, and leadership responsiveness. The success of a company is closely tied to its ability to optimize employee performance, and these identified issues may be impacting this.

Based on data, the performance of PT is as follows: Sawit Mas Sejahtera Lahat Regency is different from the company's targets and objectives; this can be seen from the number of targets and realized palm oil harvest results from 2018 - 2022, where each year it never reaches the target. In 2018, the realized palm oil harvest was 23,980,000 Kilograms of palm oil; in 2019, it increased to 25,473,000 Kilograms of palm oil; in 2020, it decreased again to 21,879,000; in 2021, it became 18,700,000; in 2022, it became 20,743,000. Increases and decreases occur every year, indicating the unstable condition of the company and the lack of potential for employees to increase their harvests. Conditions suggest that the company's goals have yet to be achieved optimally.

Researchers also discovered other phenomena related to tools and facilities that support employee work. Based on observations, it was found that more equipment needed to be available, such as CrewPress machines, which often experienced problems. The inadequate condition of some equipment would have an impact on employee performance. Employees need to be faster in processing Palm Oil Fresh Fruit Bunches (FFB) because the FFB processing takes up to 24 hours after the FFB is taken from the tree. It was also seen that some employees did not increase cooperation between employees; this was indicated by many employees working individually, such as in pre-nursery and main nursery work.

One variable that can influence performance is work motivation. Researchers found a phenomenon at PT Sawit Mas Sejahtera in reviewing working conditions; there was a problem where employees had not had the opportunity to develop; this was indicated during the work period of employees in the Castration section (the process of removing young oil palm flowers), it had been going on for a long time at the same job, and they were bored. Employees feel that working conditions like this could be more conducive. On the one hand, employees feel less conducive and less conducive to the company's work environment and climate.

On the other hand, some employees expressed that they needed to be more motivated to show high performance. This is indicated by employees being indifferent to work pressure to anticipate the condition of oil palm plantations experiencing "cramping" or rarely/few fruits. On the other hand, during the harvesting process, employees feel ordinary and not enthusiastic. This shows the employee's low desire to excel, so employee work results tend to be mediocre and not optimal at all.

Employees often do not fully utilize their abilities and initiative at work, primarily due to a fear of job risks, lack of innovation, and workplace conflicts. Interviews with employees revealed that this lack of initiative is largely due to the perceived lack of recognition and appreciation from their superiors. This highlights the crucial role that recognition and appreciation play in motivating employees to perform at their best.

Regarding leadership, the condition of PT Sawit Mas Sejahtera is also faced with problems and obstacles. Company leaders are often slow to anticipate and ignore employee suggestions and complaints. For example, when employees suggest replacing harvest equipment, additional transportation equipment, or additional personnel in the field, the leadership ignores and anticipates these. This condition needs to improve communication and relationships between leaders and employees. Employees also revealed that leaders required help regarding the problem of limited personnel and work overload at harvest time. This indicates the leader's weakness in decision-making, so these incidents repeat themselves, and the leader needs to provide solutions and communicate to resolve these problems.

Apart from that, leaders tend not to be entirely successful in motivating their subordinates; this is indicated by the working conditions of employees in the field, for example, during pruning work (the process of cutting oil palm fronds that are not required periodically), employees are slow and lazy about pruning, even though they have been reminded and encouraged—enthusiasm by the garden leader/foreman. The real impact of company leaders needing to be able to control subordinates is that it is challenging to achieve employee performance on harvest targets, as previously stated. Leaders need help to control subordinates in the assigned work targets. Lack of good communication and monitoring of employees results in employees being less able to understand and focus on completing and performing work.

Apart from finding phenomena in performance variables, work motivation, and leadership that influence them, there are also phenomena in work environment variables. Based on observations, inadequate ironing can reduce employee motivation and performance, such as noise from old machines and poor lighting, smelly and humid air around palm oil waste, and hot and inadequate resting locations. Uncomfortable and uncondusive working environment conditions will affect employee motivation at work and result in decreased employee performance.

The noise from the machines at PT Sawit Mas Sejahtera disturbs the employees' hearing, which is disturbing while working. On the other hand, when employees work at night, uneven lighting in the work environment causes employees to experience limited vision and visual fatigue. The very unpleasant smell and dampness of palm oil waste affect employee health. This will have an impact on low employee motivation and performance. A comfortable and conducive work environment can motivate employees to improve the quality and quantity of their performance.

2. Literature Review

According to Kasmir (2019) and Afandi (2018), several factors influencing performance include motivation, leadership, job satisfaction, work environment, loyalty, work culture, and discipline. Among the factors that affect performance is work motivation. According to Sutrisno (2015), motivation is a factor that encourages a person to carry out a particular activity. Motivation is often interpreted as a factor that can strengthen the drive for a person's behavior. Motivation addresses the questions of how to direct the power and potential of subordinates, as well as a factor that enhances the drive so that employees want to work together productively and succeed in achieving and realizing the goals that have been determined.

Leadership is also a factor that influences employee performance. Leadership is an individual's ability to move, direct, and affect the mindset and way of working of each member of the organization (employee or employees) so that they act independently in their work, especially in realizing the results of decision-making for the benefit of accelerating the achievement of performance goals that have been established (Wahyudi, 2017). Leaders must be able to analyze and immediately make decisions regarding problems in their unit. Poor leadership can trigger various organizational issues, including decreased morale and work motivation, low productivity, lack of innovation and creativity, and failure to achieve organizational goals.

Leadership is also able to influence work motivation. According to Saydam and Kadarisman in Erri & Fajrin (2018), leadership is part of the factors affecting work motivation. Good leadership can help employees feel motivated to work harder to achieve prosperity. Conversely, poor leadership can hurt employee motivation. Unmotivated employees tend to produce lower-quality products or services. Therefore, every leader must have leadership abilities to motivate employees or subordinates. A comfortable work environment and conditions will support work enthusiasm.

The work environment is also a factor that influences employee performance. According to Afandi (2018), the work environment exists in the workers' environment. It can affect them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether work equipment is adequate. An environmental condition is considered excellent or appropriate if humans can carry out their activities optimally, healthily, safely, and comfortably. The work environment can be summed up as an atmosphere where employees feel comfortable.

A comfortable work environment will also encourage the strength of employee work motivation. A conducive and relaxed work environment can make employees feel relaxed and calm, thereby increasing employee work motivation. However, when the work environment is less conducive, it will make employees less comfortable, confident, and motivated. A relaxed work environment can stimulate employee enthusiasm for work.

The influence of leadership on work motivation. According to Sutrisno (2015), leadership moves others to achieve the expected results by leading, guiding, and influencing. Research conducted by Ade et al. (2020), titled: The Influence of Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT. Gersindo Minang Plantation-Palm Oil Mill proves that leadership variables significantly affect work motivation variables. The observed phenomena, which include leadership needing to encourage work ethic and employees to carry out routine work at plantation work sites, such as pruning work, are significant in understanding the influence of leadership on work motivation. Leadership also needs help controlling subordinates and motivating them to optimize the achievement of work production targets assigned. Leaders are slow in making decisions, making employees less able to implement and focus on completing work.

The influence of the work environment on work motivation. According to Afandi (2018), the work environment exists in the workers' environment, which can influence their ability to carry out their duties. Meanwhile, Kasmir (2019) states that the work environment is the atmosphere or conditions around the work location. Research conducted by Aruminayagam & Morais (2020), reveals that the work environment positively affects work motivation (workers motivation). Phenomena include machine noise, poor lighting, smelly, damp air from palm oil waste, and hot and inadequate rest areas. Uncomfortable and unconducive working environment conditions will affect employee morale and decrease employee performance levels.

The influence of leadership on performance. According to Sutrisno (2015), Leadership is moving other people to achieve the expected results by leading, guiding, and influencing other people. Research conducted by Agung et al. (2018), entitled The Influence of Leadership and Work Environment on Job Satisfaction and Employee Performance in the Palm Oil Production Section of PT Perkebunan Nusantara V Kebun Sei Galuh, found that leadership has a significant effect on employee performance. Phenomena related to leadership include: company leadership could be more optimal (effective and efficient) in anticipating employee proposals and complaints, especially regarding the availability of adequate equipment. Leadership is also unable to make decisions on issues of limited personnel and work overload at harvest time. This indicates that leaders must be more optimal in communicating, making decisions, and controlling subordinates. If this happens repeatedly and is not corrected, it will affect employee performance.

The influence of the work environment on performance. According to Sutrisno (2015), the work environment is everything around the worker that can influence his performance in carrying out the assigned tasks.

Previous research conducted by Syahrul et al. (2019), with the research title: The Influence of the Work Environment on the Performance of Harvest Employees at PT Dewata Sawit Nusantara, revealed that the work environment positively affects employee performance. Phenomena related to the work environment decrease employee performance, including the presence of continuous hot and not cool air in the work area. Employees have hearing problems

caused by noise from machines in the work area. Limited vision and visual fatigue when working at night. Palm oil waste pollution, which is damp and unpleasant-smelling, causes discomfort and a lack of focus at work. A work environment that is not conducive disrupts concentration, resulting in difficulties in optimizing the quality and quantity of employee performance.

The influence of motivation on performance. According to Busro (2018), motivation is a drive from within an individual to carry out certain activities to achieve goals. Meanwhile, according to McClelland, translated by Suwanto (2020), motivation is a set of forces originating from within and outside a person that encourages work behavior by the intensity of the company's goals. Previous research conducted by Cahyadi, Lubis, and Lubis (2021), with the title: The Influence of Employee Work Satisfaction and Motivation on Work Ethic and the Implications for the Performance of Implementing Employees at the PTPN III Palm Oil Plantation and Factory, found that work motivation had a positive effect and significant impact on employee performance. The phenomena that occur are related to work motivation, including employees not having the opportunity to develop; the boredom of Kastrasi employees indicates this. Employees must be more motivated to anticipate the work climate when oil palm plantations stall, harvest, or lose FFB. Employees also expressed the need to be more motivated to perform well and excel at work. Employees also felt that there was no recognition and appreciation from the leadership. If this is allowed to continue without changes for the better, it will affect employee performance. It's clear that employee motivation plays a crucial role in achieving the company's goals.

3. Research Method

The object of this research is PT Sawit Mas Sejahtera (SMS). Address Jl. Lintas Sumatra, West Kikim District, Lahat Regency, South Sumatra. Lintas Sumatra, West Kikim District, Lahat Regency, South Sumatra. Indonesia. The variables involved consist of four variables, namely the independent variable (leadership and work environment), the dependent variable (performance), and the intervening variable (work motivation). This study is designed with a thorough research process. Employee performance indicators are goals, tools, suggestions, and cooperation. Indicators of work motivation are working conditions, work performance, and recognition from superiors. Leadership indicators are making decisions, motivating, and controlling subordinates. Working environment indicators are air, lighting, and sound. The population in this study were all employees who worked at PT. Sawit Mas Sejahtera, Lahat Regency. Sawit Mas Sejahtera, Lahat Regency. Namely, 397 people work in the field and the office. The Slovin formula, with an error rate of 5% or 0.05, was taken from 200 people and must be used to calculate the sample. After obtaining the total sample size, the next step will be calculating the sample proportion. Calculating proportions using the proportionate method obtained the sample proportions with the sample distribution. The sampling technique we will use is simple random sampling. The data analysis technique used in the research is structural equation modeling (SEM). SEM modeling is a development of path analysis. In the SEM method, the quality relationship between the independent (exogenous) and dependent (endogenous) variables is carried out thoroughly. When using SEM, direct and indirect quality relationships between variables can be detected, and the components that contribute to construct formation can also be determined, such as how much they contribute to each variable.

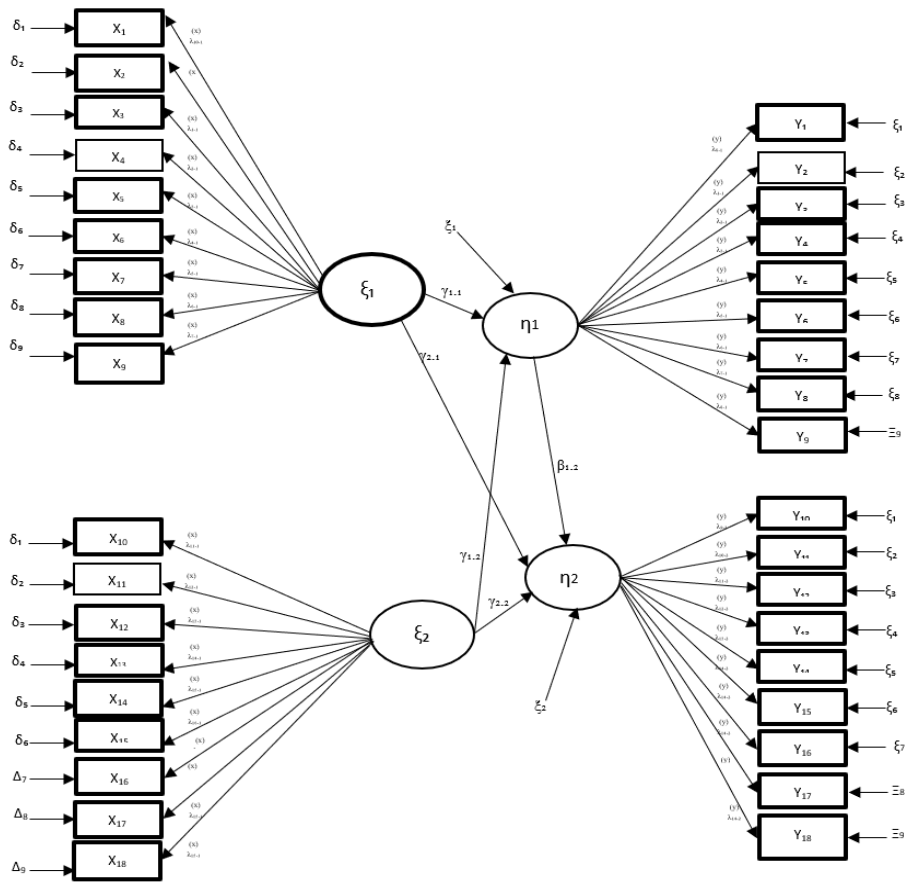


Figure 1. Structural Equation Modeling

- ξ_1 = (ksi_1); Exogen variable of leadership
 ξ_2 = (ksi_2); Exogen variable of working environment
 η_1 = (eta_1); Endogen variable of motivation
 η_2 = (eta_2); Endogen variable of performance
 γ = (gamma); direct effect of exogen on endogen
 ζ = (zeta); error
 β = (beta); direct effect of endogen on endogen
 δ = (delta); measurement error of exogen
 Φ = (Psi); covariance matrix
 ε = (epsilon); measurement error of exogen
 λ = (Lambda); endogen and exogen with its indicators
 X_1 to X_9 = indicators of leadership
 X_{10} to X_{18} = indicators of working environment
 Y_1 to Y_9 = indicators of motivation
 Y_{10} to Y_{18} = indicators of performance

4. Findings and Discussions

In this research, Confirmatory Factor Analysis testing was carried out on all constructs separately in the context of testing the measurement model by evaluating construct validity and construct reliability.

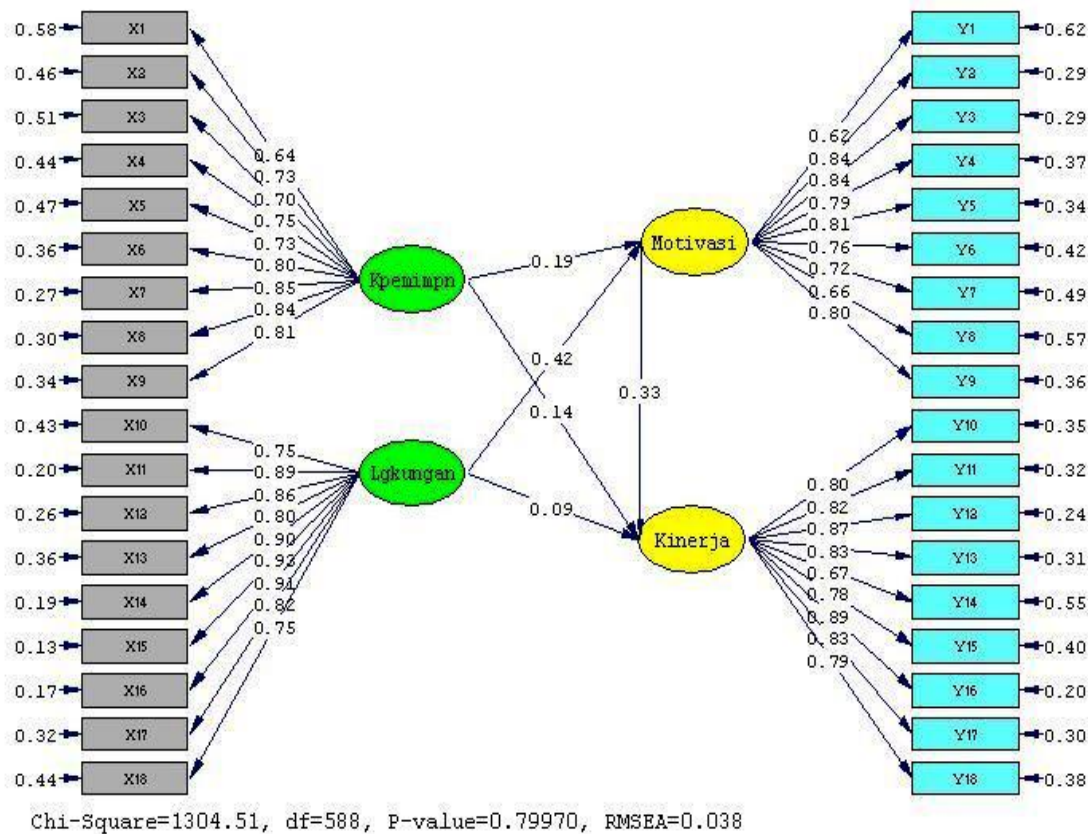


Figure 2. Confirmatory Factor Analysis

As illustrated in the figure above, all loading factor variables have values more significant than the error value. This outcome from the CFA (Confirmatory Factor Analysis) testing at this initial stage meets the required standards and sets a promising tone for the next testing stage. It instills a sense of optimism about the research's progress and its potential for significant findings. Further, based on the figure above, the construct validity test of the instrument for each variable is more significant than 0.05, and the overall AVE value is greater than 0.50. The results show that all variable indicators have passed the validity test because they have met the requirements, namely a loading factor value of ≥ 0.05 , so that the instrument is declared valid and can be used as a valid measuring tool in subsequent analysis.

Table 1. Reliability Result

No	Variables	Indicators	Standard Loading Factor	Measurement Error	Standard Loading Factor	CR
1	Performance	Y10	0.80	0.35	0.64	0.95
		Y11	0.82	0.32	0.67	
		Y12	0.87	0.24	0.76	
		Y13	0.83	0.31	0.69	
		Y14	0.67	0.55	0.45	
		Y15	0.78	0.40	0.61	
		Y16	0.89	0.20	0.79	
		Y17	0.83	0.30	0.69	
		Y18	0.79	0.38	0.62	
		Sigma	7.28	3.05	5.92	

		Sigma²	53.00		
2	Work Motivation	Y1	0.62	0,62	0.38
		Y2	0.84	0.29	0.71
		Y3	0.84	0.29	0.71
		Y4	0.79	0.37	0.62
		Y5	0.81	0.34	0.66
		Y6	0.76	0.42	0.58
		Y7	0.72	0.49	0.52
		Y8	0.66	0.57	0.44
		Y9	0.80	0.36	0.64
		Sigma	6.84	3.13	5.25
		Sigma²	46,79		
3	Leadership	X1	0.64	0.58	0.41
		X2	0.73	0.46	0.53
		X3	0.70	0.51	0.49
		X4	0.75	0.44	0.56
		X5	0.73	0.47	0.53
		X6	0.80	0.36	0.64
		X7	0.85	0.27	0.72
		X8	0.84	0.30	0.71
		X9	0.81	0.34	0.66
		Sigma	6.85	3.73	5.25
		Sigma²	46.92		
4	Work Environment	X10	0.75	0.43	0.56
		X11	0.89	0.20	0.79
		X12	0.86	0.26	0.74
		X13	0.80	0.36	0.64
		X14	0.90	0.19	0.81
		X15	0.93	0.13	0.86
		X16	0.91	0.17	0.83
		X17	0.82	0.32	0.67
		X18	0.75	0.44	0.56
		Sigma	7.61	2.50	6.47
		Sigma²	57.91		

Based on the table above, it is evident that the CR value calculation results are >0.70. This solidifies the conclusion that all constructs in the full model loading factor for the performance, work motivation, leadership, and work environment variables in this research are not just acceptable but reliable. This assurance of reliability adds to the robustness of our research.

Table 2. Goodness of Fit Result

Goodness Of Fit Index	Cut Of Value	Result	Model Evaluation
P-Value	≥0,05	0.79	Good Fit
RMSEA	≤ 0,1	0,038	Good Fit
GFI	≥0,90	0,73	Fit
NNFI	≥0,90	0,96	Good Fit
SRMR	≤ 0,1	0,067	Good Fit
IFI	≥0,90	0,97	Good Fit
CFI	≥0,90	0,97	Good Fit
RFI	≥0,90	0,92	Good Fit
NFI	≥0,90	0,93	Good Fit

Based on the table above, the model is good because the overall Goodness of fit index criteria are included in the good fit category, especially the p-value, which is greater than 0.05, and the RMSEA value, which is less than 0.05. Therefore, no model modifications need to be made.

The Influence of Leadership on Work Motivation of PT Sawit Mas Sejahtera (SMS) Employees. Our research has revealed a significant and positive influence of leadership on the work motivation of PT Sawit Mas Sejahtera (SMS) employees. The test results, conducted using the Lisrel application, demonstrate T-values of $2.75 > 1.96$, unequivocally confirming the impact of leadership on work motivation. The results of this research are based on the theory of Saydam and Kadarisman in Erri & Fajrin (2018), who say that leadership is one of the factors influencing work motivation. To achieve company goals, there needs to be a factor that employees must have, namely work enthusiasm. Work enthusiasm arises and grows within employees due to motivation from the leadership, both inner and outer motivation. Therefore, motivating leaders is an obligation that must be carried out to develop and create work enthusiasm in employees. Employee success depends on the motivation and policies provided by the leadership. In this research, we specifically focused on transformational and transactional leadership styles. The results of this research are in line with research conducted by Ade, Rahardjo, and Arik (2020), which used the Structural Equation Modeling (SEM)-Partial Least Square (PLS) analysis method. The results of their research state that leadership has a positive and significant effect on work motivation. Fachru, Teguh, and Muller T (2023) also carried out other research in the same direction using Path Analysis-Advanced Regression. The results of their study stated that leadership affected work morale, which was mediated by motivation. Even though there are inconsistencies in the analytical methods used, the results of the two studies consistently explore the target of the specific research object studied, namely oil palm plantation companies. Based on the results of respondents' answers show that leadership influences work motivation and the following findings were obtained: a) Some employees have yet to fully receive encouragement from the leadership, either directly or in routine company meetings; b) There is a tendency for employees to be less enthusiastic about listening and heeding the leadership's directions during meetings or in the garden; c) Leaders tend to be less able to appreciate the success of employees' work. These findings have practical implications for the behavior of PT SMS employees, who may feel disengaged from the leadership's directions, lack work enthusiasm, and perceive a lack of appreciation for their work. In response, the leadership of PT SMS should consider and develop the ability to provide effective direction to employees. The leadership is expected to be a figure who protects employees, starting by encouraging them when they are in trouble. Furthermore, it is necessary to develop ways of appreciating employees and metrics used to measure good work. These actions will empower employees and guide them towards greater work motivation.

The Influence of the Work Environment on the Work Motivation of PT Sawit Mas Sejahtera (SMS) Employees. Our research has confirmed a promising finding: the work environment exerts a positive and significant influence on the work motivation of PT Sawit Mas Sejahtera (SMS) employees. The test results, conducted using the lisrel application, showed T-values of $5.30 > 1.96$, indicating a clear and positive effect of the work environment on work motivation. According to Saydam and Kadarisman in Erri and Fajrin (2018), external factors originating from outside employees can also influence motivation, namely the work environment. Employees' lives will not be separated from various environmental conditions around them; there is a very close relationship between employees and the environment. In this case, employees will always try to adapt to multiple environmental conditions around them.

Likewise, when employees do work, they must be kept from the various conditions around the place where the employee works. A comfortable and conducive work environment can influence employees to be more motivated to improve the quality and quantity of their performance. A pleasant and healthy work environment is crucial for employees' performance. The results of this research align with research conducted by Aruminayagam and Morais (2020), which used the variable correlation analysis method (correlation of variables). The results of their research state that there is a positive and significant influence between the work environment and work motivation. Azman and Isa (2022) also conducted similar research using multiple regression analysis methods. The results of their study stated that the work environment affected work demotivation. Even though there were inconsistencies in the analytical method used, there is consistency in the exploration of the target of the specific research object studied, namely oil palm plantation companies. Based on the results of respondents' answers that the work environment influences work motivation, the following findings were obtained: a) some office employees still need excellent working conditions and adequate air ventilation; b) There are still some office employees who do not have peace at work; c) There are still some office employees who need better workspace lighting. The practical implications or consequences of these findings reflect the behavior of PT SMS employees who tend to be less motivated due to inadequate working environment conditions, the lack of coolness in the office space, insufficient air ventilation, and insufficient lighting, which creates discomfort at work. In this regard, PT SMS should be able to consider and develop the creation of a comfortable and conducive working environment. PT SMS is expected to improve and pay attention to the quality of the workspace, including the quality of the Air Conditioner (AC), air ventilation, lighting, and exposure to sunlight. In addition, You need to pay attention to calmness at work and room design that allows employees not to hear the hustle and bustle outside the office. The physical environment is closely related to the workplace or activities of each employee. Therefore, the physical environment influences the morale and emotions of employees. As a result, employees are increasingly motivated and enthusiastic about improving performance by having a comfortable and conducive physical work environment.

The Influence of Leadership on the Performance of PT Sawit Mas Sejahtera (SMS) Employees. The test results unequivocally demonstrate the significant role of leadership in shaping the performance of PT Sawit Mas Sejahtera (SMS) employees. With T-values of $2.01 > 1.96$, it is clear that leadership plays a crucial role in influencing and improving employee performance. The results of this research are based on the theory that, according to Kasmir (2019), leadership influences employee performance. Leadership plays an important, critical role in improving employee performance. This targets individuals and organizations, requiring leadership to manage and improve employee performance capabilities. Company leaders become controllers in an organization to regulate and control dynamics within the company organization. Dynamics in organizations must be distinct from the role and methods of leadership in resolving organizational problems. The company's leadership determines employees' synergy and effectiveness in carrying out their duties and improving employee performance. The results of this research align with research conducted by Agung, et al. (2018), which states that leadership has a positive and significant influence on employee performance. However, this research is not different from research conducted by Ade, Kusdi, and Arik (2020), who stated that leadership has a positive but insignificant effect on employee performance. Even though there are inconsistencies in the results of the two studies, there is consistency in the exploration of the target of the specific research object studied, namely oil palm plantation companies.

Based on the results of respondents' answers, it is evident that leadership significantly influences performance. The following key findings were obtained: a. There are still employees who state that leaders often do not involve subordinates in decision-making; b. There are still employees who state that the leadership does not fully have good decision-making abilities in the field; c. There are still employees who state that the leadership is not fully able to control subordinates through their respective roles and tasks and work together at work. The practical implications or consequences of these findings reflect the behavior of PT SMS employees who think that leadership does not involve employees in decision-making, is less able to make decisions in the field, and is less able to delegate roles and work together with employees. Regarding this matter, the leadership of PT SMS should consider and develop a transformational leadership pattern based on concern for employees and prioritize the involvement of the leader's approach with his subordinates. Increasing leader skills, including improving strategic thinking, decision-making techniques, and implementing risk management. Apart from that, there is also a need to improve and develop transactional leadership patterns that can delegate roles and tasks to each employee accurately and carefully. Through the content of a work agreement that is commensurate, a commensurate exchange or transaction will also be obtained, mutually beneficial and providing a variety of appreciation between leaders and employees.

The Influence of the Work Environment on the Performance of PT Sawit Mas Sejahtera (SMS) Employees. Based on the test results, the work environment has a positive but not significant effect on the performance of PT Sawit Mas Sejahtera (SMS) employees. The test results showed a t-value of $1.23 < 1.96$, so it can be concluded that the work environment has no significant effect on performance. The results of this research are based on the theory that, according to Kasmir (2019), one of the factors that influences employee performance is the work environment. However, in this study, the magnitude of the influence of the resulting work environment was not significant on performance. This condition is likely caused by elements in the indicators other than those included in the research. This means that in this case, the researcher only took three indicators because, according to the researcher, these indicators were the most represented or were by the phenomena and facts when making observations. However, the results obtained by researchers from questionnaires that have been distributed and processed still need to state that work environment variables significantly affect performance. There are work environment indicators that are not included in this research, which can support the results of a significant favorable influence between work environment variables and performance. The results of this research align with research conducted by Aji and Irwan (2022), which states that the work environment has a positive but not significant effect on performance. However, this research differs from that conducted by Syahrul et al. (2019), which states that the work environment has a positive and significant effect on performance. Even though there are inconsistencies in the results of the two studies, there is consistency in the exploration of the target of the specific research object studied, namely oil palm plantation companies. Based on the results of respondents' answers, it shows that the work environment influences performance, and the following findings were obtained: a. Some field/garden area employees still need help finding the garden area damp and smelly, disrupting work implementation; b. employees in the field/garden area still need better lighting at night; c. There are still employees in the field/garden area who feel there is noise while working. The practical implications or consequences of these findings reflect work disruption to the work environment of PT SMS field/plantation area employees, thereby hampering employee performance. Field/garden area employees are exposed to working conditions with humid and smelly air and

poor lighting when they have to work at night. Apart from that, noise at work can also be a nuisance while working. In this regard, PT SMS should consider developing a work environment that supports employee productivity and performance. With better technology, PT SMS can eradicate pollution from palm oil processing waste, thereby minimizing humid and smelly air. PT SMS can also provide sufficient lighting in the garden area for employees who work at night. Additionally, increasing factory machine maintenance and earplugs (hearing protection devices) will reduce noise for field employees in the palm oil processing factory area.

The Influence of Work Motivation on the Performance of PT Sawit Mas Sejahtera (SMS) Employees. The test results, obtained through a comprehensive research methodology, underscore the crucial role of work motivation in shaping the performance of PT Sawit Mas Sejahtera (SMS) employees. The result revealed t-values of $3.80 > 1.96$, indicating a significant influence of work motivation on performance. According to Kasmir (2019), the results of this research are based on the theory that one factor influencing employee performance is work motivation. Work motivation is a psychological encouragement to employees to determine the direction of their behavior, the level of effort, and the level of persistence or resilience in facing an obstacle or problem at work. The strength of an employee's work motivation to work/performance is directly reflected in how far his efforts work hard to produce better performance to achieve company goals. Therefore, work motivation plays a vital role in ensuring that employees remain active and provide the best performance for the company. This research's results align with Ridho et al. (2022), which states that work motivation has a positive and significant effect on performance. However, this research needs to align with research conducted by Latief, Zati, and Mariana (2018), which states that work motivation has a positive but insignificant effect on performance. Even though there are inconsistencies in the results of the two studies, there is consistency in the exploration of the target of the specific research object studied, namely oil palm plantation companies. Based on the results of respondents' answers, it shows that motivation influences performance, and the following findings were obtained: a. Some employees still do not feel they need a table and are comfortable with the working climate at PT SMS; b. There still needs to be employees with the tenacity to work optimally; c. There are still employees who state that the leadership at PT SMS is not entirely proud and happy with the results of the employees' work. The practical implications of these findings are significant. They reflect the behavior of PT SMS employees who tend to lack work enthusiasm due to a less comfortable work environment. Employees also lack the tenacity to work optimally and feel a lack of leadership appreciation for their work results. In response, PT SMS can consider and develop safe and comfortable working conditions, create patterns of measuring and recognizing employee performance, and increase leadership attention and recognition to improve employee performance.

The Influence of Leadership on the Performance of PT Sawit Mas Sejahtera (SMS) Employees with Work Motivation as an Intervening Variable. Based on the test results, the direct effect of leadership on performance is 0.19, while the indirect effect of leadership on performance with work motivation as an intervening variable is 0.06, resulting in a total impact of 0.25. This means that work motivation strengthens the influence of leadership on performance. In this case, the leadership variable needs to be supported by the intervening variable, work motivation, which, supported by the synergy of work motivation, will strengthen the influence of leadership on performance. This statement is based on the results of distributing questionnaires and responses to statement items, which show that leadership influences

performance through the intervening variable of work motivation. The results of the questionnaire statement from the work motivation variable were dominated by respondents' answers of disagreeing, strongly disagreeing, and neutral; however, of the 200 respondents, there were some who agreed and strongly agreed.

The Influence of the Work Environment on the Performance of PT Sawit Mas Sejahtera (SMS) Employees with Work Motivation as an Intervening Variable. Based on the test results, the direct influence of the work environment on performance is 0.42, while the indirect influence of the work environment on performance with work motivation as an intervening variable is 0.14, resulting in a total effect of 0.56. This means that work motivation strengthens the influence of the work environment on performance. In this case, the work environment variable needs to be supported by the intervening variable, which, supported by the synergy of work motivation, will strengthen the influence of the work environment on performance. This statement is based on the results of distributing questionnaires and responses to statement items, which show that the work environment influences performance through the intervening variable of work motivation. The results of the questionnaire statement from the work motivation variable are dominated by respondents' answers of disagreeing, strongly disagreeing, and neutral; however, out of 200 respondents, some agreed and strongly agreed.

5. Conclusions

It can be concluded that: 1. Leadership has a positive and significant influence on the work motivation of PT Sawit Mas Sejahtera (SMS) employees; 2. The work environment, a key factor in shaping the work culture at PT Sawit Mas Sejahtera (SMS), significantly influences the work motivation of its employees, highlighting the management team's responsibility to create a conducive and inspiring work environment; 3. Leadership positively and significantly influences the performance of PT Sawit Mas Sejahtera (SMS) employees; 4. The work environment has a positive but insignificant influence on the performance of PT Sawit Mas Sejahtera (SMS) employees; 5. Work motivation, when nurtured and enhanced, exerts a positive and significant influence on the performance of PT Sawit Mas Sejahtera (SMS) employees, inspiring the leadership team to prioritize and improve employee motivation.

To increase leadership motivation, the leadership of PT Sawit Mas Sejahtera (SMS) is advised to develop the ability to provide adequate direction to employees. Leaders are also advised to become figures who protect employees. This attitude can be started by encouraging those who are in it. It is also necessary to develop specific ways of rewarding employees, such as bonuses, promotions, or recognition, and the metrics used to measure good work, which could include meeting targets, innovative solutions, or exceptional teamwork. To improve the working environment for motivation, the company PT Sawit Mas Sejahtera (SMS) is advised to develop a climate that creates comfortable and conducive working conditions. PT SMS is also advised to improve and pay attention to the quality of the workspace, including the quality of the Air Conditioner (AC), air ventilation, lighting, and exposure to sunlight. Apart from that, it is necessary to pay attention to calmness at work, a room design that allows employees not to hear the hustle and bustle going on outside—office space. The physical environment is closely related to the workplace or activities of each employee. To improve leadership towards employee performance, the leadership of PT Sawit Mas Sejahtera (SMS) is advised to develop a transformational leadership pattern based on concern for employees. It prioritizes the involvement of the leader's approach with his subordinates. PT SMS leadership is also advised to improve leaders' skills, including strategic thinking, decision-making techniques, and

implementing risk management. Apart from that, there is also a need to improve and develop transactional leadership patterns that can delegate roles and tasks to each employee accurately and carefully. This will lead to a commensurate work agreement, which is a fair and balanced exchange or transaction: mutual benefit and various appreciations between leaders and employees. To improve the work environment for employee performance, the company PT Sawit Mas Sejahtera (SMS) is advised to develop a work environment that supports employee performance and productivity. PT SMS is also recommended to eradicate specific types of pollution from palm oil processing waste, such as air and water pollution, with better technology, thereby minimizing humid and smelly air. PT SMS can also provide sufficient lighting in the garden area for employees who work at night. Apart from that, it is necessary to increase maintenance on factory machines and provide earplugs (hearing protection devices) to reduce noise for field employees in the palm oil processing factory area. To increase work motivation on employee performance. PT Sawit Mas Sejahtera (SMS) is advised to develop safe and comfortable working conditions for employees. PT SMS is also advised to create a pattern of measuring and recognizing employee performance that supports work performance, thereby encouraging and prioritizing the needs of employees to work optimally. In addition, PT SMS leaders can increase reciprocal attention and appropriate and fair employee recognition. For the work he achieved.

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