



The Influence of Leadership Style and Work Environment on Motivation and Its Impact on Employee Performance

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Abstract: The goals to be attained in the research study are to: establish management design, workplace, staff member inspiration plus efficiency; examine the impact of management design plus office straight and also indirectly on staff member inspiration; assess the impact of management design as well as workplace straight along with indirectly on worker efficiency; assess the impact of inspiration on team member efficiency; as well as assessing the impact of management design along with office on staff member efficiency via inspiration. The research study technique made use of is detailed as well as confirmation techniques utilizing main coupled with additional information. The populace in this research study were staff members of the One Stop Integrated Services along with Investment Service (PMPTSP) West Tanjung Jabung Regency Jambi Province, completing 52 individuals. The tasting technique makes use of the demography technique or filled up sample. The evaluation approach utilizes the Path Analysis technique and also theory screening makes use of the F examination plus t examination. Information handling makes use of SPSS V. 22 software program. The research study outcomes program: Leadership design and also office remain in great problem, staff member inspiration as well as efficiency remain in really high problem. Management design and also office have a straight plus indirect result on inspiration. At the same time plus partly, management design and also work environment have a substantial impact on inspiration; Leadership design as well as office have a straight as well as indirect result on staff member efficiency. At the same time together with partly management design plus work environment, have a substantial impact on staff member efficiency; Motivation has a considerable impact on worker efficiency; Leadership style and work environment through motivation have a direct and indirect effect on employee performance.

Keyword: Leadership Style, Work Environment, Motivation, and Employee Performance.

INTRODUCTION

The present age of globalization and also infotech is defined by progressively tough competitors so in encountering this obstacle solid as well as certified personnel need to be prepared to expect all modifications that will certainly happen. Each firm needs to have the

ability to pick and also identify skilled workers to execute job to ensure that the company's major jobs can be executed.

According to Zahari et al (2022), human resources (HR) are a driving element in the organizational environment. For this reason, improving the quality of human resources is very important because of their role as a driving force that can influence the ability and success of achieving organizational goals effectively and efficiently. Boosting the high quality of personnels is something that can not be prevented as well as should remain to be done since regardless of exactly how advanced the company's centers as well as facilities are, without being sustained by high quality personnels, they can not progress plus establish in link with the really essential as well as critical duty of human beings in the company that calls for interest. from support together with occupational atmosphere that can boost the proficiency as well as efficiency of companies, consisting of federal government firms.

Regional government agencies, in carrying out daily activities in order to provide good service to the community, require a leader who has a leadership style that can protect all his subordinates to be able to carry out the tasks given with full responsibility. To be able to protect subordinates, leaders hold various meetings or conferences to be able to listen to input from all parties, such as holding leadership meetings, coordination meetings and technical meetings.

Factors that can influence performance, another is the motivation factor. Motivation is important for improving performance (Zahari et al., 2020). The high motivation possessed by each employee will make it easier for them to be effective and efficient in carrying out their duties so that the predetermined performance is achieved. Motivating employees can be done in various ways, one of which is by giving rewards/bonuses or incentives to employees so that employees are enthusiastic about carrying out their work well. That way, employees will be able to do the work given by their superiors so that they will produce high output.

In general, by achieving targets or in the sense of completing programs that have been planned in an organization, the performance of employees in that organization is optimal, because achieving targets is a main aspect of employee performance and can even be the main benchmark for performance. In theory, there are many factors that influence related to employee performance. These factors can originate from the employee himself or from factors outside the employee and the organization. For factors originating from the employees themselves, one of them is the character, behavior and personal qualifications of the employees, which in this case are implemented in the form of employee behavior to achieve organizational goals.

Worker performance Employee Performance in Service Capital Investment as well as One Stop Integrated Services (PMPTSP) West Tanjung Jabung Regency Jambi Province, Indonesia in applying the program is typically pertaining to numerous elements both stemming from specific workers as well as those stemming from the company. Without neglecting the significance of various other elements elements coming from people are essential elements pertaining to boosting staff member efficiency.

Based upon the sensation that has actually been explained the writer wants more study with the goal: what the research study intends to accomplish is to: figure out management design, occupational setting, staff member inspiration and also efficiency; examine the impact of management design as well as job setting straight as well as indirectly on worker inspiration; analyze the influence of leadership style and work environment directly and indirectly on employee performance; analyze the influence of motivation on employee performance; and analyze the influence of leadership style and work environment on employee performance through motivation.

METHOD

This research study was performed at the One Quit Integrated Solution and also Financial Investment Solution (PMPTSP) West Tanjung Jabung Rule, Jambi District, Indonesia. The kinds of information made use of in this research study are additional along with key information. According to Sugiyono in Sudirman et al (2020), key information is information accumulated by scientists straight from the very first resource, while additional information is documents information, released information or information made use of by companies. The variety of examples in the research was 52 participants. The tasting method was performed utilizing the demographics technique (filled example). Sugiyono (2016) describes filled example particularly a tasting strategy when all participants of the populace are utilized as examples. The information evaluation approach utilizes detailed plus confirmation techniques coupled with the Path Analysis device as well as theory screening with the F examination together with t examination. Information handling making use of SPSS V. 22 software program.

RESULTS AND DISCUSSION

Test Research Instruments

Validity Test

The Validity Test is made use of to establish to what level the declaration products created based upon each variable sign of management design, job setting, inspiration as well as staff member efficiency can be utilized in additional information evaluation in a research study. To put it simply a credibility examination was performed to identify the credibility of the set of questions made use of in this study. Credibility screening is executed by contrasting the r table or r Product Moment with the computed r at a value degree of 0.05% (Ghozali 2012). In this research, it can be seen from the r table value with df (N-2), where N is the amount of data tested. So, to find the value of r table you can use the conditions: $r \text{ table} = df$ $(52-2) = 0.2732$. The following are the results of the validity test for each research variable indicator.

Table 1. Research Variable Questionnaire Validity Test Results

Items	r-count (X ₁)	r-count (X ₂)	r-count (Y)	r-count (Z)	r table	Information
Item 1	0.627	0.819	0.786	0.645	0.2732	Valid
Item 2	0.623	0.809	0.764	0.803	0.2732	Valid
Item 3	0.611	0.812	0.689	0.717	0.2732	Valid
Item 4	0.642	0.775	0.687	0.693	0.2732	Valid
Item 5	0.627	0.887	0.744	0.515	0.2732	Valid
Item 6	0.606	0.827	0.695	0.675	0.2732	Valid
Item 7	0.603		0.741	0.633	0.2732	Valid
Item 8	0.670		0.652	0.697	0.2732	Valid
Item 9	0.691		0.730	0.498	0.2732	Valid
Item 10	0.617		0.773	0.808	0.2732	Valid
Item 11				0.741	0.2733	Valid
Item 12				0.800	0.2734	Valid

Source: Processed Data from SPSS 22.0 Program

The outcomes of the credibility examination of the research study survey for every research study variable particularly Leadership design, work atmosphere, inspiration as well as staff member efficiency can be seen that all products in the study set of questions have actually an computed r that is higher than the r table. Thus it can be stated all variable survey items stated worthy of screening or valid and no removal is needed.

Reliability Testing

Dependability screening is planned to examine the uniformity of the set of questions in determining the exact same construct or the security of the set of questions when utilized every now and then. The uniformity of solutions is revealed by the high or reduced Cronbach's alpha coefficient arising from the screening procedure. If the Cronboach alpha worth is higher than 0.60 (Ghozali, 2012) it shows that the determining tool utilized is reliable/constant. The list below are the outcomes of the research study variable dependability examination.

Based upon the outcomes of information handling it is understood that Cronbach's Alpha reveals the dependability coefficient for every variable researched as complies with:

Table 2. Research Variable Reliability Test Results

Variable	Cronbach's Alpha	Limits of Tolerance	Information
Leadership Style	0.831	0.60	Reliable
Work environment	0.900	0.60	Reliable
Motivation	0.899	0.60	Reliable
Performance	0.890	0.60	Reliable

Source: Processed Data Through the SPSS 22.0 Program

The reliability coefficient (Cronbach's Alpha) for each variable studied has exceeded 0.60, which is classified as reliable, so it can be said that all variables in this research can be used as measurement instruments.

Descriptive Research Variables

Descriptive analysis of the data from this research was used to analyze data on respondents' responses to each variable indicator studied. To make it easier to interpret the results of the respondents' responses, they will be explained based on each variable studied, namely leadership style, work environment, employee motivation and performance. It was explained in the form of questions asked to 88 respondents. An overview of the scoring results given by the respondents for the four variables, namely. Leadership style, work environment, motivation and employee performance variables are as follows:

Table 3. Descriptive Analysis Results per Variable

No	Variable	Total Score	Scale range	Criteria
1	Leadership Style	2227	2184 – 2600	Very good
2	Work environment	1357	1310.4 – 1560	Very good
3	Motivation	2237	2184 – 2600	Very high
4	Performance	2625	2620.8 – 3120	Very high

Source: Primary data, processed 2024

The message over, show From this results of detailed evaluation of information utilizing a Likert range the participants' solution to the management design and also workplace variables were classified as great, staff member inspiration as well as efficiency were identified as extremely high. The outcomes of this research reveal that every worker has a favorable assumption of the attributes of management design, workplace, inspiration as well as staff member efficiency at the PMPTSP solution in West Tanjung Jabung Regency.

- ❖ The outcomes of participants' solution to the management design variable were mentioned to be consisted of in the "Very Good" classification with a total amount

rating of 2227 which remains in the range series of 2184 - 2600. This problem reveals that the actions or management design made use of in performing everyday jobs can enhance staff member efficiency.

- ❖ The work environment variable is mentioned to be consisted of in the "Very Good" classification with a total amount rating of 1357 which remains in the range series of 1310.4 - 1560. This problem reveals that the existing work environment can enhance staff member efficiency.
- ❖ The inspiration variable is consisted of in the "Very High" group with a total amount inspiration variable rating of 2237 which remains in the range series of 2184 - 2600. This problem reveals that the inspiration provided to existing staff members actually sustains enhancing worker efficiency.
- ❖ The employee performance variable is included in the "Very High" category with a total performance variable score of 2625, which is in the scale range of 2620.8 - 3120. This condition shows that employees in carrying out their daily tasks can support improving employee performance at the Tanjung Jabung Regency PMPTSP service. West.

Path Analysis

Course evaluation is made use of to figure out the size of the partnership or straight and also indirect impact in between exogenous (independent) variables on endogenous (reliant) variables. Based upon the outcomes of information handling with SPSS V. 22, the beta worth of the course coefficient is referred to as adheres to:

Table 4. Values Path Coefficient (Beta)

Model	Unstandardized Coefficient		Unstandardized Coefficient
	B	Std. Error	Beta
X1 against Y	0.392	0.114	0.345
X2 against Y	0.518	0.088	0.590
X1 against Z	0.386	0.179	0.341
X2 against Z	0.288	0.138	0.330
Y against Z	0.693	0.101	0.697

Source: Data Processing Results

To answer the research objectives, the influence of leadership style and work environment on employee performance through motivation can be explained in Figure 1, as follows:

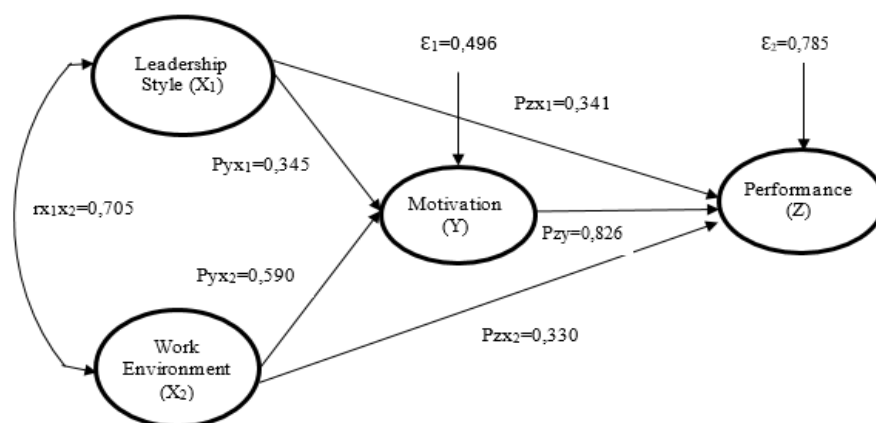


Figure 1. Path analysis of Variables X1 and X2 towards Z through Y

Based on Figure 1, it is known:

1. The straight impact of (X_1) on (Y) is 11.9%, the indirect impact is 14.35% plus the overall impact is 26.25%. The straight impact of (X_2) on (Y) is 34.81% the indirect impact is 14.35% coupled with the overall impact is 49.16%. The impact of management design (X_1) on inspiration (Y) is smaller sized than the impact of the work atmosphere (X_2) on inspiration (Y).
2. The straight impact of (X_1) on (Z) is 11.62% the indirect impact is 7.93% as well as the complete impact is 19.56%. The straight impact of the workplace (X_2) on (Z) is 10.89% the indirect impact is 7.93% plus the overall impact is 18.82%. The impact of management design (X_1) on staff member efficiency (Z) is more than the impact of the workplace (X_2) on worker efficiency (Z).
3. The impact of management design (X_1) with inspiration (Y) on efficiency (Z) impends 19.82% plus the impact of the office (X_2) with inspiration (Y) on efficiency (Z) desires 24.46%. The complete impact of management design (X_1) along with office (X_2) via inspiration (Y) on efficiency (Z) has an overall worth of 44.28%.

The outcomes of this circulation evaluation reveal that the much better the management design as well as office general via inspiration the a lot more staff member efficiency at the West Tanjung Jabung Regency PMPTSP Service will certainly boost.

Hypothesis Testing

Hypothesis screening is executed to see the impact of the independent variable on the reliant variable, either all at once (F examination) by contrasting the worth of F-count \geq F-table (3.19) at a mistake degree of 5% (< 0.05), or partly (t examination) by contrasting the t-count worth \geq t-table (2.00856) at a mistake degree of 5% (< 0.05), it can be mentioned that there is a considerable impact of the independent variable on the reliant variable indicating that the study design theory that is developed can be approved (verified) plus the other way around the version can be stated declined (the theory is turned down). The outcomes of hypothesis testing in this study are summarized in the complying with table.

Table 5. Summary of calculated F and t calculated values

Hypothesis	F-count	t-count	Sig.	Information
X_1 and $X_2 \rightarrow Y$	74,980		0,000	Hypothesis Accepted
$X_1 \rightarrow Y$		3,451	0.001	Hypothesis Accepted
$X_2 \rightarrow Y$		5,907	0,000	Hypothesis Accepted
X_1 and $X_2 \rightarrow Z$	15,276		0,000	Hypothesis Accepted
$X_1 \rightarrow Z$		2,159	0.036	Hypothesis Accepted
$X_2 \rightarrow Z$		2,090	0.042	Hypothesis Accepted
$Y \rightarrow Z$		6,868	0,000	Hypothesis Accepted

Source: SPSS 22.0 for windows output.

This table shows that all proposed hypotheses can be accepted, both simultaneously and partially. This means that leadership style and work environment have a significant influence on motivation and performance, as well as motivation has a significant influence on performance.

Discussion

Leadership Style Overview, Work Environment, Motivation, and Performance

Outcomes of detailed evaluation of information on management design variables and also the workplace remains in the excellent classification. The degree of inspiration plus

efficiency remains in the extremely high classification. This problem shows that the management design used by the management at the West Tanjung Jabung Regency PMPTSP Service has actually had the ability to develop an excellent workplace with a workplace that sustains staff member job so that it can give consistency, convenience and also peacefulness of job to ensure that workers are inspired to carry out job that can be accomplished. likewise has an effect on enhancing efficiency. It can be claimed that an individual's inspiration at the workplace truly depends upon the leader's capacity with his management design. Besides that initiatives need to be made to make certain that the workplace is great along with for a good work environment makes workers really feel in the house in the space coupled with really feel satisfied coupled with enthusiastic regarding finishing each of their jobs.

Influence of Leadership Style and Work Environment to Motivation

The outcomes of course evaluation reveal that there is a straight together with indirect impact of management design plus office variables on inspiration. In a similar way, the outcomes of theory screening discovered that management design as well as office variables at the same time coupled with partly had a considerable impact on staff member inspiration.

This searching for is according to the point of view of Thoha (2013) the partnership in between management design and also job inspiration is really close where a leader's management design affects the job inspiration of his subs, due to this, management design is required in a company. Hasibuan (2016) mentions that the management design used by a leader in a company can produce harmonious honesty plus urge job interest to accomplish optimal targets.

According to Rivai (2014), there are numerous facets that affect staff member function inspiration specifically really feeling secure at the office, getting a reasonable as well as affordable wage a pleasurable workplace, recognition for job efficiency as well as reasonable therapy from administration. Moekijat (2011) clarified, The job atmosphere can develop binding job connections in between individuals in the setting. Nitisemito (2000) specified that the job setting is an inner as well as outside problem that can affect job spirits to make sure that job can be anticipated to be finished quicker as well as much better.

The research study outcomes of Rahim et al. (2017) The job atmosphere affects staff member job inspiration. Tolu et al. (2021), management design plus job atmosphere have a substantial impact on job inspiration

Influence of Leadership Style and Work Environment on Performance.

The research study outcomes based upon course evaluation reveal that there is a straight plus indirect impact of management design as well as job setting variables on worker efficiency. The outcomes of theory screening discovered that management design as well as job setting variables concurrently had a considerable result on worker efficiency. As a partial variable management design has a considerable impact on staff member efficiency. Likewise function setting variables have a considerable result on worker efficiency. This problem reveals that the job setting can be a criteria for enhancing staff member efficiency. This means that the better the work environment, the better the employee's performance.

This searching for remains in line with the point of view of Wibowo (2016) that describes that management design in companies plays an extremely vital duty in affecting worker efficiency exactly how leaders develop connections with employees exactly how they award workers that stand out just how they establish as well as equip their job substantially affects source efficiency. people that are his belows. Schermerharn (2010) mentions that a great leader or supervisor is one that has the ability to produce problems to ensure that

individuals separately or in teams can function plus accomplish high efficiency. According to Rivai (2014) management design is a collection of attributes that leaders make use of to affect subordinates to make sure that the objectives of a company are attained.

The research study outcomes of Zahari et al. (2023) located that management design coupled with office have a straight and also indirect impact on worker efficiency. Andar et al. (2022), management design, job atmosphere along with job inspiration affect staff member efficiency.

Influence Motivation on Performance

Based upon the research study outcomes it reveals that inspiration has a substantial impact on worker efficiency. These searchings for offer an understanding that if workers have inspiration high efficiency in performing their major tasks together with features after that the worker will certainly constantly have the ability to supply ideal job outcomes for the company or firm implying that the even more inspiration a staff member in executing the tasks of a company will certainly additionally enhance efficiency.

Inspiration is a feature of a specific's assumptions that specific initiatives will certainly generate a degree of efficiency which consequently will certainly generate preferred benefits or outcomes (Simamora 2015). Rivai (2014) mentions that function inspiration is a collection of mindsets together with worths that affect people to accomplish particular points in conformity with specific objectives.

These perspectives plus worths are something that give toughness to urge people to act in accomplishing objectives. Research study result Martinus and also Budiyanto (2016) mentioned that worker task inspiration is necessary since with worker job inspiration, it is wished that each private staff member will certainly function hard and also aspire to accomplish high efficiency.

Influence of Leadership Style and Work Environment through Motivation on Performance.

The outcomes of study making use of course evaluation reveal that the influence leadership design (X_1) with inspiration (Y) to wards performance (Z) totaled up to 11.56%, along with influence work atmosphere (X_2) with motivation (Y) to performance (Z) of 73.64 %. The overall impact of management design (X_1) and also job centers (X_2) with motivation (Y) to performance (Z), has an overall worth of 85.21%. This indicates the far better the management design and work setting, as a whole through motivation will additionally enhance performance employee on West Tanjung Jabung Regency PMPTSP Service.

Those searchings for offer an understanding that increases performance needs to pay even more focus to management design elements, office and motivation employees have suggesting that the much better the management that is executed which is sustained by an appropriate setting plus the inspiration of a worker in accomplishing the tasks of a company based on the major jobs and also features the even more job outcomes accomplished will certainly be enhanced.

CONCLUSION

1. Leadership style and work environment are in very good condition, employee motivation and performance are in very high condition.
2. Leadership style and work environment have a direct and indirect effect on motivation. The results of simultaneous hypothesis testing show that leadership style and work environment have a significant effect on motivation. Likewise, partially, leadership style and work environment have a significant effect on motivation.

3. Leadership style and work environment have a direct and indirect influence on employee performance. The results of simultaneous hypothesis testing show that leadership style and work environment have a significant effect on employee performance. Likewise, partially, leadership style and work environment have a significant effect on employee performance.
4. Motivation has a significant effect on employee performance.
5. Leadership style and work environment through motivation have a direct and indirect effect on employee performance.

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