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The Influence of Leadership Style and Work Environment on Motivation and Its Impact on Employee Performance at the Community and Village Empowerment Service of East Tanjung Jabung Regency

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Abstract: This study aims to determine the description of leadership style, work environment, motivation and employee performance at the Community and Village Empowerment Service of Tanjung Jabung Timur Regency and to determine and analyze the influence of leadership style and work environment on motivation and its impact on employee performance at the Community and Village Empowerment Service of Tanjung Jabung Timur Regency. This type of research uses descriptive verification research. This study uses the PLS analysis method. The results of the descriptive study explain that the total score of leadership style is 2144 in the good category. Then for the description of the work environment variable shows that the employee work environment at the Community and Village Empowerment Service of Tanjung Jabung Timur Regency is good with a score of 3191. Furthermore, the description of the motivation variable shows that the motivation score is 3721 in the high category. While the description of the employee performance variable shows that the score is 3709 in the high category. In addition, the results of this study also show that leadership style and work environment have a positive and significant influence on employee motivation and performance at the Community and Village Empowerment Service of Tanjung Jabung Timur Regency. Improving leadership style and the quality of the work environment will encourage increased employee motivation, which in turn has an impact on improving their performance. In addition, motivation has been proven to play an important role as a factor that strengthens the influence of leadership style and work environment on performance, so that both factors, both directly and through motivation, are able to provide a real contribution to improving employee performance.

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

INTRODUCTION

Human resource management plays a crucial role in determining the success of an organization, including government institutions. The presence of competent human resources

will drive the achievement of organizational goals effectively and efficiently. In this context, the role of leadership style and the work environment are crucial factors, as both directly and indirectly influence employee motivation and performance (Priansa, 2016; Wibowo, 2016). Appropriate leadership can build commitment and work enthusiasm, while a conducive work environment can create comfort, thus increasing employee motivation in carrying out their duties (Zahra, 2017; Taruh, 2020).

Previous research has shown that leadership style has a significant influence on employee motivation and performance (Hakiki & Setiana, 2023), while the work environment has also been shown to play a crucial role in improving performance (Martha, 2013; Logahan, 2013). Furthermore, motivation is a driving factor that bridges the influence of leadership and the work environment on employee performance (Kesuma & Syamsuddin, 2019). However, previous studies have shown differing findings regarding the magnitude of these factors' direct and indirect influence (Arrasyd et al., 2023; Siregar et al., 2024). This opens up space for further research focusing on local government agencies, where the dynamics of leadership, the work environment, and motivation have their own characteristics.

The Community and Village Empowerment Service (DPMD) of East Tanjung Jabung Regency is a regional agency with a strategic role in village-based development. The success of empowerment programs is largely determined by the performance of its employees, the majority of whom are Civil Servants (PNS). Based on data from the past five years, the number of employees has been relatively stable, with PNS dominating around 77% of the total. However, issues have arisen regarding suboptimal performance, such as failure to meet targets for coordination meetings and program evaluations, significant damage to work facilities, and low intensity of awards for high-performing employees. These conditions have the potential to reduce employee motivation and impact the quality of public services.

Furthermore, initial observations indicate weaknesses in the non-physical work environment, such as ineffective communication, leadership that is not fully participatory, and unequal distribution of tasks. Low levels of reward are also a problem that can weaken employee motivation. These facts indicate a gap between managerial policies and their implementation in the field, necessitating a scientific study to determine the extent to which leadership style and the work environment influence employee motivation and performance.

The urgency of this research lies in the need to improve the quality of human resource management within the local government environment. By comprehensively examining the influence of leadership style and work environment on motivation and its impact on employee performance, this research is expected to provide theoretical contributions to the development of human resource management science, as well as practical contributions to improving the work system at the Regional Development Planning Agency (DPMD) of East Tanjung Jabung Regency. The relevance of this research is further strengthened considering that this agency plays a direct role in providing services to the village community, so that improving employee performance will impact the success of village development as a whole.

Based on the description, the formulation of the problem in this study is focused on the main question: How do leadership style and work environment influence motivation and its impact on the performance of employees of the Community and Village Empowerment Service of East Tanjung Jabung Regency?

METHOD

This research uses a quantitative approach with a descriptive verification method. According to Sugiyono (2016), descriptive methods are used to describe the phenomena being studied as they are, while verification methods are used to test hypotheses through statistical analysis. The quantitative approach was chosen because this research is based on the philosophy of positivism, where data obtained from a specific population or sample is analyzed numerically with the aim of testing the influence between research variables (Husein, 2015).

The data used consisted of primary and secondary data. Primary data were obtained directly through questionnaires distributed to respondents, namely civil servants working at the Community and Village Empowerment Service of East Tanjung Jabung Regency. The questionnaire was compiled based on variable indicators of leadership style, work environment, motivation, and employee performance. Secondary data were obtained from documents, reports, journals, and literature relevant to the research (Sugiyono, 2016; Sudirman, Osrita & Zahari, 2020).

The population in this study was all 65 civil servants at the Community and Village Empowerment Service of East Tanjung Jabung Regency. Using a saturated sampling technique, all members of the population were sampled, except for the researcher, who was also part of the population. Thus, the sample size was 64 individuals. This sampling technique was chosen because the population was relatively small and allowed for comprehensive research (Sugiyono, 2016).

The data analysis method consisted of two stages. First, descriptive analysis was used to provide an overview of leadership style, work environment, motivation, and employee performance. This analysis was conducted by calculating the average, minimum, maximum, and standard deviation values for each variable. Second, verification analysis was conducted using Partial Least Squares (PLS) operated by SmartPLS 3.0 software. PLS was chosen because it can test both the measurement model (outer model) and the structural model (inner model), and is suitable for research with a relatively small sample size (Abdillah & Jogiyanto, 2017).

The outer model was tested using convergent validity, discriminant validity, and construct reliability. Convergent validity is indicated by a loading factor value > 0.70, Average Variance Extracted (AVE) > 0.50, while construct reliability is considered good if the Cronbach's Alpha and Composite Reliability values are > 0.70 (Hair et al., 2012). Meanwhile, the inner model was evaluated using the R-square value, effect size (f²), predictive relevance (Q²), and path coefficients using the bootstrapping method with a t-value > 1.96 at a 5% significance level (Ghozali & Latan, 2015).

RESULTS AND DISCUSSION

Respondent Characteristics

To find out the characteristics of employee respondents at the Community and Village Empowerment Service of East Tanjung Jabung Regency based on age, gender, and education, see the following:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	42	65,63
2	Woman	22	34,38
Age Group (Years)			
1	21 – 30	5	7,81
2	31 – 40	18	28,13
3	41 – 50	29	45,31
4	51 – 58	12	18,75
Education			
1	High School	5	7,81
2	Diploma	3	4,69
3	Bachelor's Degree	50	78,13
4	Master's Degree	6	9,38

Source: Primary Data Processing, 2025

Descriptive Research Variables

Based on the survey conducted, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Average score	Score	Information
1	Leadership Style	8	268	2.144	Good
2	Work Environment	12	266	3.191	Good
3	Motivation	14	266	3.721	Tall
4	Employee Performance	14	265	3.709	Tall

Source: Questionnaire Processing Results, 2025

Verification/Quantitative Analysis

Partial Least Squares (PLS) analysis is a statistical method often used to analyze complex relationships between variables, particularly in structural models (SEM). PLS is suitable for situations where data do not fully meet the classic SEM assumptions, such as small sample sizes or non-normal data distributions. In PLS, the analysis is conducted through two main stages: the measurement model and the structural model. The results of this study can be seen below:

a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measurement tool accurately measures the same construct. In the context of statistics and data analysis, particularly in latent variable-based models such as Partial Least Squares (PLS), convergent validity is essential to ensure that the indicators or items used in the model truly reflect the same construct. The convergent validity results in this study can be seen in the following figure.

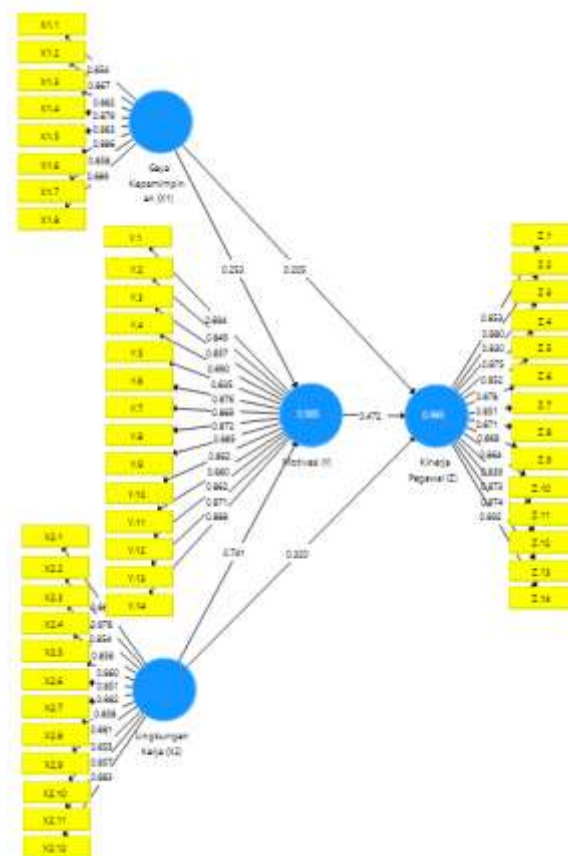


Figure 1. Full Outer Model

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Leadership Style (X₁), Work Environment (X₂), Motivation (Y), and Employee Performance (Z), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator makes a strong contribution to the latent variable it measures.

In addition, based on the results of the reliability test, the Composite Reliability value was above 0.70 and the Cronbach Alpha value was also above 0.70, which means that all indicators in each variable meet the criteria for very good reliability. The Leadership Style variable (X₁) has a Composite Reliability of 0.961 and a Cronbach Alpha of 0.954, indicating high internal consistency. The Work Environment variable (X₂) obtained a Composite Reliability value of 0.973 and a Cronbach Alpha of 0.969, indicating that the instrument used is very reliable. Furthermore, the Motivation variable (Y) has a Composite Reliability value of 0.977 and a Cronbach Alpha of 0.975, indicating that the question items used are able to measure the construct consistently. Similarly, the Employee Performance variable (Z) recorded a Composite Reliability of 0.976 and a Cronbach Alpha of 0.974, which also indicates a very high level of reliability. With these results, it can be concluded that all research variables have very good measurement consistency, so that the research instrument is suitable for use in further analysis.

b. Inner Model Evaluation

Testing and evaluation of the inner model is carried out for the hypothesis on the influence of exogenous variables on endogenous variables by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is smaller than or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic $> t$ count then the hypothesis is rejected, and if the t-statistic $< t$ count then the hypothesis is accepted.

1) R-Square

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

Table 3. R Square Results

Variabel	R Square
Motivation (Y)	0,984
Employee performance (Z)	0,987

Source: Data Processing with PLS, 2025

Based on Table 3, the R-square value for motivation is 98.5 percent, and employee performance is 98.5 percent. This indicates that the influence of leadership style and work environment on motivation is categorized as strong. Then the influence of leadership style and work environment on employee performance is categorized as strong. The R-square (R²) value for the Motivation (Y) and Employee Performance (Z) variables is 0.985 each, with an Adjusted R-square value of 0.984. The R² value approaching 1 indicates that the model has a very high explanatory ability to the variations that occur in the two endogenous variables. Thus, this research model has very good predictive power, so that the relationship between the analyzed variables can be interpreted with a high degree of confidence.

2) Q Square

Q Square (Q^2) or Stone-Geisser's Q^2 is a measure used in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis to assess the predictive relevance of a model. The higher the Q^2 value, especially if it is close to 1, the better the model's ability to predict data. The predictive relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,985^2) (1 - 0,985^2)$$

$$Q^2 = 1 - (0,015)(0,015)$$

$$Q^2 = 1 - 0,00025$$

$$Q^2 = 0,999$$

The result of the Q square calculation in this study is 0.999, meaning that the model in this study is suitable for explaining endogenous variables because the value of $0.999 > 0$.

3) Structural Model Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

Table 4. Path Coefficients

	Path Coefficient
Gaya kepemimpinan (X1) -> Motivasi (Y)	0.253
Lingkungan kerja (X2) -> Motivasi (Y)	0.741
Gaya kepemimpinan (X1) -> Kinerja pegawai (Z)	0.205
Lingkungan kerja (X2) -> Kinerja pegawai (Z)	0.320
Motivasi (Y) -> Kinerja pegawai (Z)	0.472
Gaya kepemimpinan (X1) -> Motivasi (Y) -> Kinerja pegawai (Z)	0.120
Lingkungan kerja (X2) -> Motivasi (Y) -> Kinerja pegawai (Z)	0.350

Source: Data Processing with PLS, 2025

Based on the results of the patch coefficient analysis in Table 4 above, the following conclusions can be drawn:

- a) The direct effect of leadership style on motivation is 0.253, meaning that if leadership style increases by one unit, motivation can increase by 0.253. This effect is positive.
- b) The direct effect of work environment on motivation is 0.741, meaning that if the work environment increases by one unit, motivation can increase by 0.741. This effect is positive.
- c) The direct effect of leadership style on employee performance is 0.205, meaning that if leadership style increases by one unit, employee performance can increase by 0.205. This effect is positive.
- d) The direct effect of work environment on employee performance is 0.320, meaning that if the work environment increases by one unit, employee performance can increase by 0.320. This effect is positive.
- e) The direct effect of motivation on employee performance is 0.472, meaning that if motivation increases by one unit, employee performance can increase by 0.472. This influence is positive.

- f) The indirect influence of leadership style on employee performance through motivation is 0.120, meaning that if leadership style increases by one unit, employee performance can indirectly increase by 0.120 through motivation. This influence is positive.
- g) The indirect influence of work environment on employee performance through motivation is 0.350, meaning that if the work environment increases by one unit, employee performance can indirectly increase by 0.350 through motivation. This influence is positive.

c. Hypothesis Testing

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject an initial hypothesis about a population. The goal is to make a decision about the truth of a statement or claim based on the collected data. The results of this study include testing the direct and indirect effects of the hypothesis.

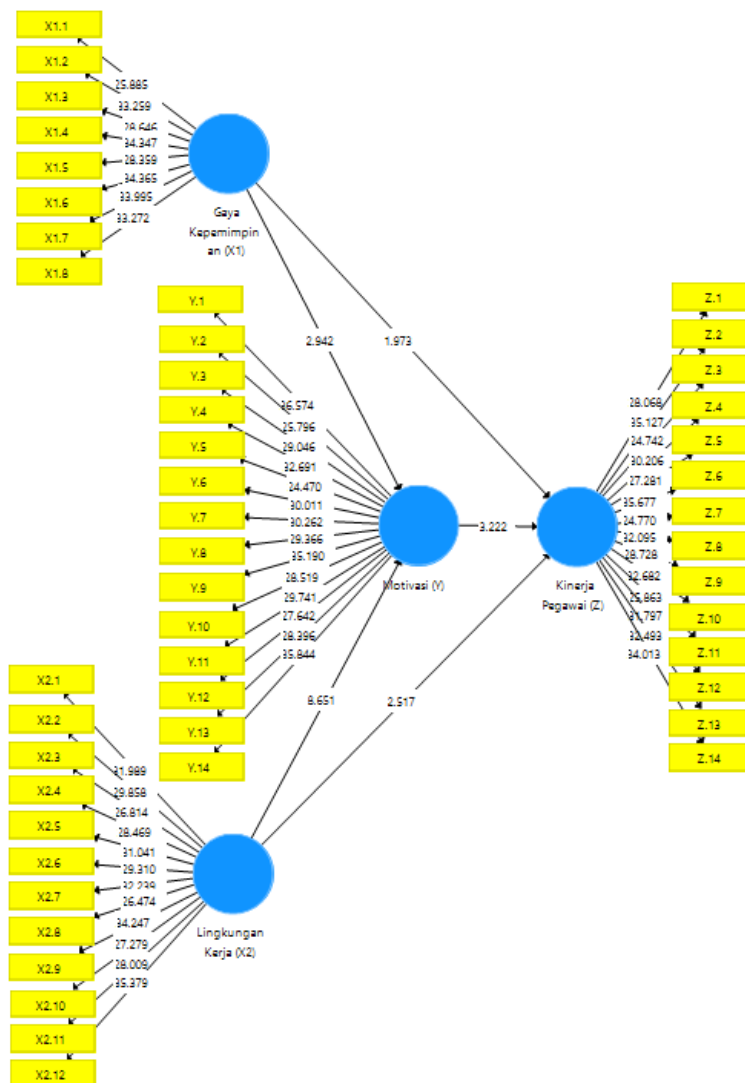


Figure 2. Bootstrapping output on SmartPLS 3.0

Apart from being seen in the image above, the results of hypothesis testing using the bootstrapping method can also be seen in the following table.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership style (X1) -> Motivation (Y)	0.253	0.258	0.086	2.942	0.003
Work Environment (X2) -> Motivation (Y)	0.741	0.737	0.086	8.651	0.000
Leadership style (X1) -> Employee performance (Z)	0.205	0.208	0.104	1.973	0.049
Work Environment (X2) -> Employee Performance (Z)	0.320	0.322	0.127	2.517	0.012
Motivation (Y) -> Employee performance (Z)	0.472	0.466	0.146	3.222	0.001
Leadership style (X1) -> Motivation (Y) -> Employee performance (Z)	0.120	0.120	0.056	2.118	0.035
Work environment (X2) -> Motivation (Y) -> Employee performance (Z)	0.350	0.343	0.115	3.048	0.002

Source: Data Processing with PLS, 2025

In theory, the hypothesis of the influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is smaller or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic > t count then the hypothesis is rejected, and if the t-statistic < t count then the hypothesis is accepted (Hair et.al., 2017).

Based on the results of the bootstrapping hypothesis testing, as shown in Table 5 above, all exogenous variables exhibit a T-statistic > 1.96 and a P-value < 5% (0.05). These results indicate that all hypotheses are accepted. This means that leadership style and work environment significantly influence employee performance, both directly and indirectly through motivation.

Discussion

The results of the study indicate that leadership style has a significant influence on employee motivation and performance. This finding aligns with Wibowo's (2016) opinion, which states that leadership is the process of influencing others to work towards achieving organizational goals. Leaders who are able to implement a participatory, communicative, and adaptive leadership style will more easily build employee morale. This is evident in the Community and Village Empowerment Office of East Tanjung Jabung Regency, where leaders who actively coordinate through internal meetings and program evaluations have been proven to increase employee motivation to achieve organizational targets, even though the realization of meetings has not yet reached 100%.

In addition to leadership, the work environment has also been shown to influence employee motivation and performance. A conducive work environment encompasses both physical and non-physical conditions that support employee comfort at work (Zahra, 2017). However, research data indicates that a number of obstacles remain, such as limited work facilities (computers, official vehicles, chairs, and projectors), as well as communication issues and unequal distribution of tasks. This situation suggests that improving the work environment, both through asset maintenance and enhancing employee relationships, is crucial for creating a productive work environment. This finding aligns with research by Martha (2013) and Logahan (2013), which demonstrates that a positive work environment will encourage improved employee performance.

Motivation has been shown to be a significant mediating factor in the relationship between leadership, work environment, and employee performance. Highly motivated employees tend to work with enthusiasm, discipline, and responsibility. However, research

data shows that rewards for high-performing employees remain low, with an average of only one to two employees receiving rewards per year. However, according to Taruh (2020), motivation can grow from fair external rewards and internal job satisfaction. Therefore, a lack of rewards can be a hindering factor in improving overall employee motivation.

Furthermore, employee performance at the East Tanjung Jabung Regency PMD Office is generally considered quite good, but not yet optimal. Several programs, such as administrative services and institutional arrangements, continue to show declining performance from year to year. This is consistent with the findings of Hakiki & Setiana (2023) and Kesuma & Syamsuddin (2019), which emphasize that motivation plays a key role in improving performance. If employee motivation is not strengthened through participatory leadership and a supportive work environment, performance will tend to stagnate or even decline.

Thus, this discussion reinforces the point that leadership style and work environment are important factors influencing motivation and, ultimately, employee performance. This study confirms that improvement efforts in these two key aspects are highly relevant to enhancing the quality of public services at the East Tanjung Jabung Regency PMD Office, thereby more effectively achieving village-based development goals.

CONCLUSION

This study demonstrates that leadership style and the work environment significantly influence motivation, ultimately impacting employee performance at the Community and Village Empowerment Office of East Tanjung Jabung Regency. Participatory and communicative leaders have been shown to boost employee morale. Similarly, a conducive work environment, both physical and non-physical, can create a work atmosphere that supports productivity. Motivation plays a crucial role as a mediating factor that bridges the relationship between leadership, the work environment, and employee performance. However, challenges remain, such as limited work facilities, low rewards for high-performing employees, and suboptimal program outcomes. Overall, this study emphasizes the importance of strengthening leadership and improving the work environment to increase motivation and drive sustainable employee performance.

This study has several limitations. First, the study was conducted only at one local government agency, the East Tanjung Jabung Regency Community Empowerment and Development Agency (PMD), so the results cannot be generalized to other agencies with different conditions. Second, the research instrument used a questionnaire with a subjective Likert scale, so respondents' answers may be influenced by personal perceptions and may not fully reflect objective conditions. Third, the variables studied were limited to leadership style, work environment, motivation, and employee performance. However, other factors such as organizational culture, compensation, and work discipline also have the potential to influence employee performance but were not analyzed in this study. Fourth, this study used a cross-sectional approach with data collection over a single time period, so it cannot yet describe changes or dynamics of variables over the long term.

This research is expected to serve as a reference for the development of human resource management science, particularly regarding the role of leadership style, work environment, motivation, and employee performance in the public sector. However, because this study was limited to a single agency, future research is recommended to expand the study object to various government and private agencies for more generalizable results. Furthermore, other variables such as organizational culture, compensation, and work discipline can be added to the research model to enrich the analysis. A longitudinal research design is also recommended to capture the dynamics of changes in employee motivation and performance over time.

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