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Effect of Motivation, Work Environment and Leadership on Employee Performance with Work Spirit as Intervening Variable

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Abstract

This study aimed to determine how much the effect of motivation, work environment and leadership on employee performance with work spirit as an intervening variable at Wali Nagari Setara Nanggalo. The method of data collection was by distributing questionnaires to 30 respondents which were distributed to employees at the office of Wali Nagari Setara Nanggalo, Koto XI Tarusan District, Pesisir Selatan Regency. The analytical method used Structural Equation Modeling (SEM) Analysis with Partial Least Square (PLS) 3. The results showed that motivation had a positive and significant effect on employee performance, work environment had a positive and significant effect on employee performance. Leadership had a positive and significant effect on employee performance, Motivation had a positive and significant effect on work spirit. The work environment had a positive and significant effect on work spirit, leadership had a positive and significant effect on work spirit. Based on the results of this study, it is expected that the employees of the office of Wali Nagari Setara Nanggalo, Koto XI Tarusan District, Pesisir Selatan Regency can improve their performance by improving motivation, work environment and leadership by increasing work spirit.

How to Cite

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INTRODUCTION

Human resource management is the most influential resource in determining the success of the organization within the company. Various visions and missions within the company in achieving company goals, in the hands of humans, all innovations can be done in achieving goals and require quality human resources who are competent and in line with company goals. The organization is said to be successful if the organization can draw attention to its advantages compared to other organizations. The company always strives to improve the quality of human resources work optimally to get results in accordance with what the company expects.

Especially in the human factor, this factor plays a very important role in the implementation of the company's activities. Therefore, the company must always pay attention to the human factor or workforce that can determine the company's success in achieving its goals. One of the successes of a company can be seen from how the company's performance and the performance of the human resources or employees in the company. The development of an organization cannot be separated from the existence of a performance, a must for every employee to achieve good performance so that the main goals of the agency can be achieved, this is certainly inseparable from the quality and capacity of employees in doing a job that has become their responsibility.

According to Jufrizen & Sitorus (2021), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law, and in accordance with capital and ethics. According to Patmanegara et al., (2021) motivation is the driving force and also the referrer that makes a person work diligently with a certain passion, so that employees can work together, work effectively and be integrated with all efforts to

achieve maximum satisfaction and results.

According to Candana et al., (2020), Work environment is an employee's performance which is determined by more level on the environment in which they work. The Work Environment involves all aspects of acting and reacting on the body and mind of employees. Under organizational psychology, the physical, mental and social environment in which employees work. Risk Leadership is the way how leaders manage their employees. Good leadership can control employees so that they can carry out all the instructions given. Leaders in implementing leadership must also look at the characteristics of their employees. Leaders who are effective and think fast, and have character can encourage employees to follow suit. In addition, leaders have the courage to take risks.

According to Patmanegara et al., (2021) work spirit is the determination and sincerity and desire of a person in doing and carrying out the work that employees do well and more disciplined to achieve maximum and good performance and work results with certain triggers or stimuli. So that the spirit of work will stimulate a person to work and increase one's creativity in his work.

Based on Table 1, it can be seen that the performance of employees always fluctuates every year at Wali Nagari Setara Nangalo. It can be seen from 2019 to 2021, from the three years it can be seen that the revenue from 2019 to 2021 was 1,677,529,200.00, 1,503,413,300.00 and 1,456,803,500.00. However, it can be seen that in 2021, the lowest revenue was 1,456,803,500.00. The reason for the decline was that the performance of employees was different, which led to a lack of motivation, work environment, leadership and work spirit at Wali Nagari Setara Nangalo.

From the explanation of the phenomenon above, there are factors that affect employee performance, namely motivation, work environment, work spirit. One of the factors of employee performance is the motivation given and can also affect employee work spirit

Table 1. Data of Village Revenue and Expenditure Budget
The Government of Wali Nagari Setara Nanggalo Fiscal Year 2019-2021

No	Description	2019	2020	2021
1	Revenue	1,677,529,200.00	1,503,413,300.00	1,456,803,500.00
2	Expenditure			
3	The field of village administration	500,196.025.64	554,662,674.94	510,420,709.59
4	Field of implementation of village development	1,044,363,563.65	688,319.000.00	481.125,000.00
5	Community development sector	51,500,000.00	118.000,063.65	10,717,000.00
6	Community empowerment sector	112,375.000,00	52.700.000.000,00	102,397,500.00
7	The field of disaster management, emergency and urging residents	35,000,000.00	24,257,50,00	253,105,500.00
Amount of expenditure		1,743,434,589.29	1,437,939,238.59	1,357,765,709.59
Surplus / (Deficit)		(65,905,389.29)	65,474,061.41	99,037,790.41
Financing				
Receipt of financing		140,905,389.29	94,525,938.59	962,209.59
Financing expenses		75,000,000.00	160,000,000.00	100,000,000.00
Financing / NET		65,905,389.29	(65,474,061.41)	(99,037,790.41)

Source: Wali Nagari Setara Nanggalo, 2021

in employees. In order to achieve organizational goals, employees need motivation to work even harder. Seeing the importance of employees for the organization, employees need more serious attention to the tasks performed so that organizational goals are achieved. With high work motivation, employees will work even harder in carrying out their work. On the other hand, with low motivation, employees do not have the enthusiasm to work, give up easily, and have difficulty completing their work (Estimation et al., 2021)

According to Mutmainah (2017), work environment is one of the factors that affect the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance, on the contrary if an emp-

loyee works in an inadequate and unsupportive work environment to work optimally will make the employee concerned become lazy, tired quickly so that performance employee will be low. Leadership is one of the factors that affect employee performance. Leadership is an important and unavoidable element. A leader must be able to provide a conducive work situation so that indirectly employees will feel comfortable and will have a positive impact on the company, guiding and strengthening resources to make them fulfill their duties properly and work potential has progress.

The objectives of this research are as follows: to analyze and find out how much the effect of motivation has on work spirit at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of work environ-

ment has on work spirit at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of leadership has on work spirit at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of motivation has on employee performance at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of work environment has on employee performance at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of leadership has on employee performance at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of work spirit has on employee performance at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of motivation has on employee performance through work spirit as a mediating variable at Wali Nagari Setara Nanggalo, to analyze and find out how much the effect of work environment has on employee performance through work spirit as a mediating variable at Wali Nagari Setara Nanggalo, to analyze and how much the effect of leadership has on employee performance through work spirit as a mediating variable at Wali Nagari Setara Nanggalo.

METHODS

The population in this study were employees at the office of Wali Nagari Setara Nanggalo with a total of 30 employees. In this study, the researchers used the slovin calculation because the sample used was all 30 employees at Wali Nagari Setara Nanggalo. The research instrument in this researcher used measurements in the form of a questionnaire that meets the Likert scale type statements in

the form of: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling.

RESULTS AND DISCUSSION

The research data was obtained by using a questionnaire distributed to employees at the office of Wali Nagari Setara Nanggalo. This was in accordance with the sampling method used in this study.

From Table 2 it can be explained that from 30 respondents, the majority of the respondents were male, as many as 11 respondents or 36.7% while for the female sex as many as 19 respondents or 63.3%. This shows that the employees of the Wali Nagari Setara Nanggalo office are dominated by female employees.

From Table 3, it can be explained that of the 30 respondents, 1 respondent aged 18-24 years or 3.3%, respondents aged 25-30 years were 12 respondents or 40.0% and respondents aged > 31 years were 17 respondents or 56,7%. This was dominated by respondents aged > 31 years which indicated that the average employees of the Wali Nagari Setara Nanggalo office was mature enough because at that age an employee was mature at work.

From Table 4, it can be explained that of the 30 respondents, the majority of respondents who had high school education were 7 respondents or 23.3%, respondents with D3 education were 2 respondents or 6.7%, respon-

Table 2. Characteristics by Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	11	36.7	36.7	36.7
	Woman	19	63.3	63.3	100.0
	Total	30	100.0	100.0	

Source: Primary data processed, 2022

Table 3. Characteristics by Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 Years	1	3.3	3.3	3.3
	25-30 Years	12	40.0	40.0	43.3
	> 31 Years	17	56.7	56.7	100.0
	Total	30	100.0	100.0	

Source: Primary data processed, 2022

Table 4. Characteristics by Last Education

		Last Education			
		Frequency	Percent	Valid Percent	Cum Percent
Valid	SENIOR HIGH SCHOOL	7	23.3	23.3	23.3
	D3	2	6.7	6.7	30.0
	S1	19	63.3	63.3	93.3
	S2	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source: Primary data processed, 2022

Table 5. Characteristics by Length of Work

		Length of Work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Years	3	10.0	10.0	10.0
	3-5 Years	9	30.0	30.0	40.0
	>5 Years	18	60.0	60.0	100.0
	Total	30	100.0	100.0	

Source: Primary data processed, 2022

dents with S1 education were 19 respondents or 63.3% and respondents with S2 education were 2 respondents or 6.7%. This showed that the knowledge of the employees of the Wali Nagari Setara Nanggalo office regarding their work was quite mature in carrying out their duties.

From Table 5, it can be concluded that from 30 respondents, respondents working for

1-3 years were 3 respondents or about 10.0%, respondents working for 3-5 years were 9 respondents or about 30.0% and respondents working for >5 years were 18 respondents or about 60.0%. This showed that the employees of the Wali Nagari Setara Nanggalo office, had served themselves for quite a long time, thus they understood their work better.

This research model was analyzed by

Table 6. Loading Factor of Employee Performance

Statement	Outer Loading	Provision	Decision
Y1.10	0.754	0.6	Valid
Y1.4	0.782	0.6	Valid
Y1.5	0.881	0.6	Valid
Y1.6	0.858	0.6	Valid
Y1.7	0.832	0.6	Valid
Y1.8	0.831	0.6	Valid
Y1.9	0.735	0.6	Valid

Source: Primary Data Processed, 2022

using the Partial Least Square (PLS) method and assisted by SmartPLS 3.0 software. Convergent Validity Test Results was done by looking at item reliability (validity indicator) which was indicated by the loading factor value. The results of the loading factor of the work spirit variable can be shown in Table 6.

Table 7. Loading Factor of Motivation

Statement	Outer Loading	Provision	Decision
X1.1	0.921	0.6	Valid
X1.10	0.884	0.6	Valid
X1.2	0.919	0.6	Valid
X1.3	0.822	0.6	Valid
X1.4	0.924	0.6	Valid
X1.5	0.948	0.6	Valid
X1.6	0.932	0.6	Valid
X1.7	0.795	0.6	Valid
X1.8	0.931	0.6	Valid
X1.9	0.933	0.6	Valid

Source: Primary Data Processed, 2022

Based on Table 7, it can be seen that each indicator of research variables had a value of outer loading > 0.60, so it can be con-

Table 8. Loading Factor of Work Environment

Statement	Outer Loading	Provision	Decision
X2.10	0.889	0.6	Valid
X2.2	0.867	0.6	Valid
X2.4	0.880	0.6	Valid
X2.5	0.781	0.6	Valid
X2.6	0.801	0.6	Valid
X2.7	0.896	0.6	Valid
X2.8	0.916	0.6	Valid
X2.9	0.934	0.6	Valid

Source: Primary Data Processed, 2022

cluded that the statement above was feasible or valid for research use and can used for further analysis.

Based on Table 8 it can be seen that each indicator of research variables had a value of outer loading > 0.60, so it can be concluded that the statement above was feasible or valid for research use and can used for further analysis.

Based on Table 9, it can be seen that each indicator of research variables had a value of outer loading > 0.60, so it can be concluded that the statement above was feasible or valid for research use and can used for further analysis.

Table 9. Factor Loading of Leadership

Statement	Outer Loading	Provision	Decision
X3.2	0.955	0.6	Valid
X3.3	0.955	0.6	Valid
X3.4	0.945	0.6	Valid
X3.5	0.923	0.6	Valid
X3.6	0.925	0.6	Valid
X3.7	0.921	0.6	Valid

Source: Primary Data Processed, 2022

Table 10. Loading Factor of Work Spirit

Statement	Outer Loading	Provision	Decision
Z1.10	0.896	0.6	Valid
Z1.4	0.905	0.6	Valid
Z1.5	0.916	0.6	Valid
Z1.7	0.919	0.6	Valid
Z1.8	0.951	0.6	Valid
Z1.9	0.949	0.6	Valid

Source: Primary Data Processed, 2022

Table 11. Results of Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Leadership	0.879
Employee performance	0.660
Work environment	0.760
Work motivation	0.814
Work spirit	0.851

Source: Primary Data Processed, 2022

Based on Table 10, it can be seen that each indicator of research variables had a value of outer loading > 0.60, so it can be concluded that the statement above was feasible or valid for research use and can be used for further analysis. The results of the Discriminant Validity test were carried out by looking at the

cross loading value of the construct measurement. From the results of cross loading showed that the correlation value of the construct with its indicators was greater than the correlation value with other constructs. Thus, all constructs or latent variables already had good discriminant validity which was good in compiling their respective variables. The next was Average Variance Extracted (AVE) test results can be seen in Table 11.

Based on Table 11, it can be seen that all the constructs or variables above met the criteria for good validity. This was indicated by the Average Variance Extracted (AVE) value above 0.50 as recommended criteria, it can be stated that each variable had good discriminant validity. Reliability test results or construct reliability In PLS, two methods can be used, namely Cronbach alpha and composite reliability. Cronbach alpha measures the lower limit of the reliability value of a construct while Composite Reliability measures the actual value of the reliability of a construct. Rule of thumb alpha value or composite reliability must be greater than 0.7 even though 0.5 is still acceptable, then the construct is declared reliable. The SmartPLS output results for the composite reliability value can be shown in Table 12.

Based on Table 12, the value of composite reliability and Cronbach's alpha was above 0.70, so it can be concluded that the construct had good reliability, and had a high degree of reliability so that it was in accordance with the minimum required value limit. Then when viewed from the composite reliability value,

Table 12. Composite Reliability Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Decision
Leadership	0.973	0.986	0.978	Reliable
Employee performance	0.913	0.917	0.931	Reliable
Work environment	0.955	0.971	0.962	Reliable
Work motivation	0.974	0.979	0.978	Reliable
Work spirit	0.965	0.969	0.972	Reliable

Source: Primary Data Processed, 2022

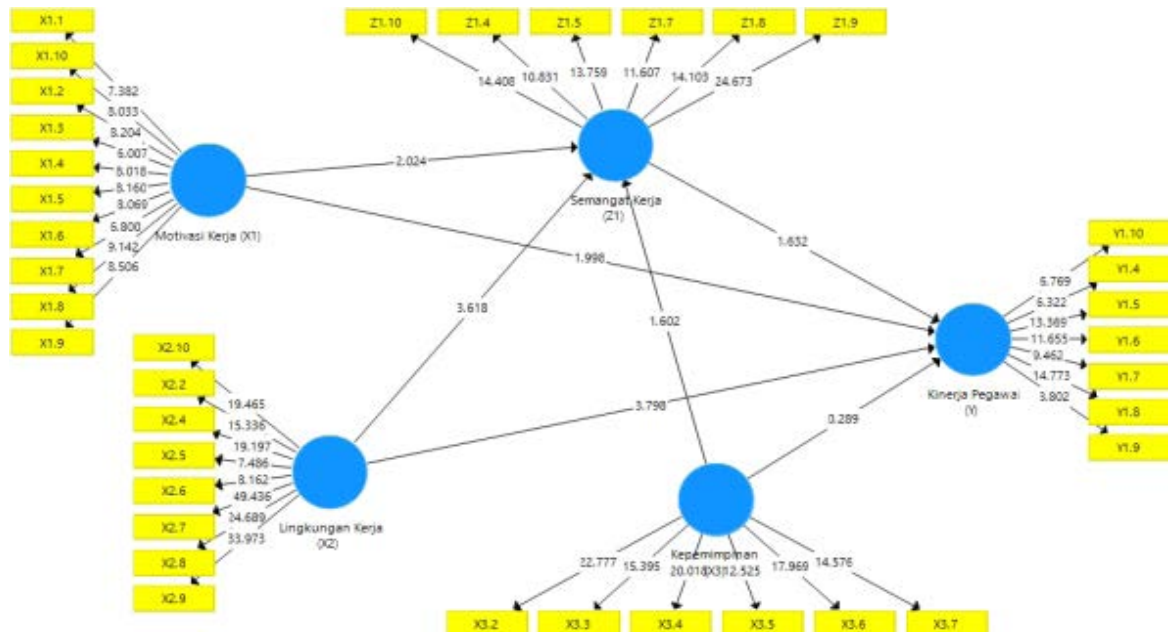


Figure 1. Bootstrapping Results

it was almost close to one (1) which means that the questionnaire used was reliable with a reliability coefficient level ranging from 0.8 to 1.0 which indicates that all variables used had high reliability coefficients. After testing the outer model that had met, the next step was carried out inner model testing (structural model). The inner model in this study can be seen in the Figure 1.

Test Results of Analysis of Variant (R2) or R-Square to determine the effect of the independent variable on the dependent variable, the value of the coefficient of determination can be shown in Table 13.

Based on Table 13 it can be seen that the R-square value for the employee performance variable was 0.775 which can be interpreted that the magnitude of the effect of the motivation variable, work environment and work spirit on employee performance was 77.5%

Table 13. R-Square Test Results

Variable	R-Square	R Square Adjusted
Employee Performance	0.775	0.739
Work Spirit	0.596	0.549

Source: Primary Data Processed, 2022

while the remaining 22.5% was explained by other variables outside of this research. Then the R-square value for the work spirit variable was 0.596, which means that 59.6% of the work spirit variable was influenced by motivation and work environment variables, while the remaining 40.4% was influenced by other variables outside of this study.

The test of the structural model (inner model) was explained by the value of R2 which is evaluated by looking at the percentage variance of the dependent variable using the Stone-Geisser Q-square test. The Q-square value can be seen from the results of the PLS Algorithm test in Table 14.

Based on Table 14, it can be seen that the Q-square value for the employee performance variable was obtained at 0.468 and for the work spirit variable it was obtained at 0.472. This shows that the model had predictive relevance. The Q-square value of employee performance was 0.468 which was considered high and 0.472 was considered high for work spirit. To validate the overall model, Goodness of Fit (GoF) was used. As for testing Goodness of Fit (GoF) can be seen in the Table 15.

Based on Table 15, it can be seen that the Goodness of Fit (GoF) value for the employee performance variable was obtained at

Table 14. Q Square Test Results

Variable	SSO	SSE	Q2(=1-SSE/SSO)
Leadership	180000	180000	
Employee performance	210000	111701	0.468
Work environment	240000	240000	
Motivation	300000	300000	
Work spirit	180000	95066	0.472

Source: Primary Data Processed, 2022

Table 15. Goodness of Fit (GoF) Test Results

Variable	Composite Reliability	R-Square	Goodness of Fit (GoF)
Leadership	0.973		
Employee performance	0.913	0.775	0.861
Work environment	0.955		
Work motivation	0.974		
Work spirit	0.965	0.596	0.755
Average	0.956		

Source: Primary Data Processed, 2022

0.861, and the GoF value for work spirit was obtained at 0.755. It can be concluded that the GoF value for the variables of employee performance and work spirit had a GoF value of more than 0.36 or a large GoF, this indicates that the measurement model (outer model) with the structural model (inner model) was feasible or valid.

Based on the data processing that had been done, the results can be used to answer the hypothesis in this study. The hypothesis testing in this study was done by looking at the value of T-Statistics and the value of P-Values. The research hypothesis can be declared accepted if the P-Values <0.05. Table 16 are the results of hypothesis testing in this study.

From Table 16, it could be seen that the original sample value of 0.412 with a t-statistic value was greater than 1.96 or (3.278 > t-table 1.96) with a p-value smaller than alpha (0.001 < 0.05) then it can be obtained that H0 was rejected Ha was accepted. The results

showed that motivation had no significant effect on employee performance. From table 16, it can be seen that the original sample value was 0.612 with a t-statistic value greater than 1.96 or (8,701 > t-table 1.96) with a p-value less than alpha (0.012 < 0.05) then it can be obtained that H0 was rejected and Ha was accepted. The results showed that the work environment had a positive and significant effect on employee performance.

From Table 16, it can be seen that the original sample value was 0.423 with a t-statistic value less than 1.96 or (0.802 < t-table 1.96) with a p-value greater than alpha (0.423 > 0.05) then it can be obtained that H0 was accepted and Ha was rejected. The results showed that the work environment had no significant effect on employee performance. From table 16, it can be seen that the original sample value was 0.346 with a t-statistic value greater than 1.96 or (2.188 > t-table 1.96) with a p-value smaller than alpha (0.029 < 0.05). It can

Table 16. Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Employee Performance	0.136	0.116	0.169	0.802	0.423
Leadership->Work Spirit	0.281	0.272	0.175	1,606	0.109
Work Environment -> Employee Performance	0.612	0.620	0.076	8,701	0.000
Work Environment -> Work Spirit	0.475	0.460	0.132	3,595	0.000
Motivation -> Employee Performance	0.412	0.409	0.126	3,278	0.001
Motivation->Work Spirit	0.346	0.348	0.158	2,188	0.029
Work Spirit -> Employee Performance	0.319	0.299	0.221	1,443	0.150

Source: Primary Data Processed, 2022

Table 17. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership->Work Spirit->Employee Performance	0.089	0.081	0.091	0.983	0.326
Work Environment->Work Spirit->Employee Performance	0.152	0.143	0.113	1.338	0.182
Motivation->Work Spirit-> Employee Performance	0.110	0.096	0.099	1,120	0.263

Source: Primary Data Processed, 2022

be obtained that H0 was rejected and Ha was accepted. The results showed that motivation had a significant effect on work spirit.

From Table 16, it can be seen that the original sample value was 0.475 with a t-statistic value greater than 1.96 or (3.595 > t-table 1.96) with a p-value smaller than alpha (0.000 < 0.05) then it can be obtained that H0 was rejected and Ha was accepted. The results showed that the work environment had a positive and significant effect on work spirit. From table 16, it can be seen that the original sample value was 0.281 with a t-statistic value less than 1.96 or (1.606 < t-table 1.96) with a

p-value greater than alpha (0.109 > 0.05) then it can be obtained that H0 was accepted and Ha was rejected. The results showed that the work environment had no significant effect on work spirit.

From Table 16, it can be seen that the original sample value was 0.319 with a t-statistic value less than 1.96 or (1.443 < t-table 1.96) with a p-value greater than alpha (0.150 > 0.05), so it can be obtained that H0 was accepted and Ha was rejected. The results showed that work spirit had no significant effect on employee performance.

Based on Table 17, it can be concluded

that the original sample value was 0.110 with a t-statistic value less than 1.96 or ($1.120 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.182 > 0.05$) then it can be obtained that H0 was accepted, Ha was rejected. The results of the study indicated that work spirit could not mediate the effect of motivation on employee performance. From table 17, it can be seen that the original sample value was 0.152 with a t-statistic value less than 1.96 or ($1,338 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.182 > 0.05$), so it can be obtained that H0 was accepted and Ha was rejected. The results of the study indicated that work spirit could not mediate the effect of the work environment on employee performance. From Table 17, the original sample value was 0.089 with

a t-statistic value less than 1.96 or ($0.983 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.326 > 0.05$), it can be obtained that H0 was accepted and Ha was rejected. The results of the study indicated that work spirit could not mediate the effect of leadership on employee performance.

The Effect of Motivation on Work Spirit

There was a positive and significant effect of motivation on work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.346 with a t-statistic value greater than 1.96 or ($2.188 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.029 < 0.05$), then it can be obtained that H0 was rejected and Ha was accepted. According to

Table 18. Summary of Hypothesis Testing Results

Hypothesis	Statement	P Value	Sig. Level	Results
H1	It is suspected that motivation affects work spirit at Wali Nagari Setara Nanggalo.	0.029	0.05	Received
H2	It is suspected that the work environment affects the work spirit at the Nagari Wali Setara Nanggalo.	0.000	0.05	Received
H3	It is suspected that the leadership affects work spirit at Wali Nagari Setara Nanggalo.	0.109	0.05	Rejected
H4	It is suspected that motivation affects employee performance at Wali Nagari Setara Nanggalo.	0.001	0.05	Received
H5	It is suspected that the work environment affects employee performance at Wali Nagari Setara Nanggalo.	0.000	0.05	Received
H6	It is suspected that leadership affects employee performance at Wali Nagari Setara Nanggalo.	0.423	0.05	Rejected
H7	It is suspected that work spirit affects employee performance at Wali Nagari Setara Nanggalo.	0.109	0.05	Rejected
H8	It is suspected that motivation on employee performance through work spirit has an effect at Wali Nagari Setara Nanggalo.	0.182	0.05	Rejected
H9	It is suspected that the work environment on employee performance through work spirit has an effect at Wali Nagari Setara Nanggalo.	0.263	0.05	Rejected
H10	It is suspected that Leadership on Employee Performance through Work Spirit has an effect at Wali Nagari Setara Nanggalo.	0.326	0.05	Rejected

Source: Primary Data Processed, 2022

Harani (2019) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is the willingness to make a high level of effort to achieve organizational goals conditioned by the ability of the effort to satisfy the needs of a number of individuals. The results of this study were in line with the research conducted by Estimation et al., (2021) that there was a positive and significant effect between motivation and work spirit.

The effect of work environment on work spirit

There was a positive and significant effect of work environment on work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.475 with a t-statistic value greater than 1.96 or (3.595 > t-table 1.96) with a p-value less than alpha (0.000 < 0.05) then it can be obtained that H0 was rejected and Ha was accepted. According to Rozi (2021) the work environment is everything around the workplace, which influences them to carry out a given task, for example, cleaning, music, lighting, and so on. The results of this study were in line with research conducted by Andani & Wulandari (2021) that the work environment had a positive effect on work spirit.

The effect of leadership on work spirit

There was no positive and significant effect of leadership on work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.281 with a t-statistic value less than 1.96 or (1.606 < t-table 1.96) with a p-value greater than alpha (0.109 > 0.05) then it can be obtained that H0 was accepted and Ha was rejected. According to Semangat et al., (2021) leadership is a process of one's activities to move others by leading, guiding, influencing others to do something in order to achieve the expected results.. The results of this study were in line with research conducted by Ulfah et al., (2018) that leadership had a positive effect on work spirit.

The Effect of Motivation on Employee Performance

There was no significant effect of motivation on employee performance at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.412 with a t-statistic value greater than 1.96 or (3.278 > t-table 1.96) with a p-value less than alpha (0.001 < 0.05), then it can be obtained that H0 was rejected and Ha was accepted. According to Eka (2021) motivation is a goal or a driving force, with the actual goal being the main driving force for a person in trying to get or achieve what he wants either positively or negatively. The results of this study were in line with research conducted by Jaya et al. (2017) motivation affected work spirit.

The Effect of Work Environment on Employee Performance

There was a positive and significant effect of work environment on employee performance at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.612 with a t-statistic value greater than 1.96 or (8,701 > t-table 1.96) with a p-value less than alpha (0.012 < 0.05), then it can be obtained that H0 was rejected and Ha was accepted. According to Putra et al., (2021) work environment is a conducive work environment can improve employee performance and vice versa, an inadequate work environment will be able to reduce employee performance. The results of this study were in line with research conducted by Pramaswara & Priatna (2021) the work environment had a positive and significant effect on employee performance.

The Effect of Leadership on Employee Performance

There was no positive and significant effect of leadership on employee performance at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.423 with a t-statistic value less than 1.96 or (0.802 < t-table 1.96) with a p-value greater than alpha (0.423 > 0.05) then it can be obtained that H0

was accepted and H_a was rejected. According to Electric (2021) leadership is the process of a leader to move other people (subordinates) with the style of leading, guiding, and influencing groups of people such as changing one's attitudes, behavior, mindset in order to achieve the expected results or organizational goals. The results of this study were in line with research conducted by Kirana & Pradipta, (2021) that leadership had a positive and significant effect on employee performance.

The Effect of Work Spirit on Employee Performance

There is no positive and significant effect of work environment on employee performance at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.319 with a t-statistic value less than 1.96 or ($1.443 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.150 > 0.05$) then it can be obtained that H_0 was accepted and H_a was rejected. The results of this study were in line with research conducted by the results of previous studies conducted Jaya et al. (2017) that work spirit had a positive and significant effect on employee performance. According to Hartati et al., (2017) work spirit is an important thing that needs attention from the leadership of the organization or company, work spirit is important to note because to achieve the goals of an organization or a company as effectively and efficiently as possible, superior resources are needed, have expertise and abilities. These superior human resources will be able to work well, effectively and efficiently if they have high work spirit. The results of this study were in line with research conducted by Parhusip (2020) that work spirit had no positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance through Work Spirit

There was no effect of motivation on employee performance through work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.110

with a t-statistic value less than 1.96 or ($1.120 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.182 > 0.05$) then it can be obtained that H_0 was accepted and H_a was rejected. The results of the study indicated that work spirit could not mediate the effect of motivation on employee performance. According to Jaya et al. (2017) work motivation is a driving force that causes an employee to be willing and willing to mobilize the ability to form expertise and skills of personnel and time to carry out various activities that are their responsibility and fulfill obligations in the context of achieving company goals and predetermined objectives. The results of this study were in line with research conducted by Endratmoko et al., (2021) the effect of motivation on employee performance through work spirit as an intervening variable.

The Effect of the Work Environment on Employee Performance through Work Spirit

There was an effect of work environment on employee performance through work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.152 with a t-statistic value less than 1.96 or ($1.338 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.182 > 0.05$), then it can be obtained that H_0 was accepted and H_a was rejected. The results of the study indicated that work spirit could not mediate the effect of the work environment on employee performance. According to Nabawi (2019) work environment is a very important company for management to pay attention to. Although work does not carry out the production process in a company, this factor is important and has a big influence, but many companies are currently not paying attention to this factor. The work environment has a direct influence on employees, where the work environment can improve employee performance. The results of this study were in line with research conducted by Fatma (2020), the effect of motivation on employee performance through work spirit as an intervening variable.

The Effect of Leadership on Employee Performance through Work Spirit

There was an effect of leadership on employee performance through work spirit at the office of Wali Nagari Setara Nanggalo. Where the original sample value was 0.089 with a t-statistic value less than 1.96 or (0.983 < t-table 1.96) with a p-value greater than alpha (0.326 > 0.05) then it can be obtained that H₀ was accepted and H_a was rejected. The results of the study indicated that work spirit could not mediate the effect of leadership on employee performance. According to Electric (2021) leadership is the process of a leader to move other people (subordinates) with the style of leading, guiding, and influencing groups of people such as changing one's attitudes, behavior, mindset in order to achieve the expected results or organizational goals. The results of this study were in line with research conducted by Kirana & Pradipta (2021) the effect of motivation on employee performance through work spirit as an intervening variable.

CONCLUSION

Based on the studies, the results of this study and discussions that had been described previously, the following conclusions can be drawn: (1) There was a significant effect of motivation on work spirit at the office of Wali Nagari Setara Nanggalo, (2) There was a significant effect of work environment on the spirit of work at the office of Wali Nagari Setara Nanggalo, (3) There is no significant effect of leadership on work spirit at the office of Wali Nagari Setara Nanggalo, (4) There was a significant effect of motivation on employee performance at the office of Wali Nagari Setara Nanggalo, (5) There was a significant effect of work environment on employee performance at the office of Wali Nagari Setara Nanggalo, (6) There was a significant effect of work spirit on employee performance at the office of Wali Nagari Setara Nanggalo, (7) There was no significant effect of leadership on employee performance at the office of Wali Naga-

ri Setara Nanggalo, (8) Work spirit could not mediate the effect of motivation on employee performance at the office of Wali Nagari Setara Nanggari, (9) Work spirit could not mediate the effect of the work environment on employee performance at the office of Wali Nagari Setara Nanggalo, (10) Work spirit could not mediate the effect of leadership on employee performance at the office of Wali Nagari Setara Nanggalo.

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