

The Effect of Leadership Style and Motivation on Employee Performance with the Work Environment as a Moderating Variable

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Abstract

This study aimed (1) to determine and analyze the effect of leadership style on performance (2) to determine and analyze the effect of motivation on work performance (3) to determine and analyze the effect of leadership style on employee performance through the work environment (4) to determine and analyze the effect of motivation on performance through the work environment (5) to determine and analyze the effect of leadership style and motivation on employee performance. This study used quantitative methods. The data analysis technique used Structural Equation Modeling (SEM) Analysis with Partial Least Square (PLS). Based on the results of the study, it was concluded that leadership style had a positive and significant effect on employee performance. Motivation had a positive and insignificant effect on employee performance. Leadership style had a positive and significant effect on employee performance through the work environment. Motivation had a positive and insignificant effect on employee performance through the work environment. Leadership style and motivation had a positive and significant effect on employee performance.

How to Cite

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INTRODUCTION

Government agencies are a collection of individuals who are elected to carry out state obligations as a form of service to the people. The goals of government organizations can be achieved with the assumption that they can process, prepare, and utilize their human resources in an actual and effective manner. In an organization, HR capability is basically one of the assets and plays a major role in achieving hierarchical goals. During this pandemic, the central or provincial government is forced to find ways so that employees are not too focused on dealing with the pandemic due to the Corona virus infection. The new normal system is quite possibly the most obvious answer to making employees less stressed. The implementation of the new normal is expected to make employee performance run as usual, even by carrying out the welfare protocols that have been set. Employees are expected to comply with the established welfare protocols to avoid the wider spread of Corona virus infection. The adoption of health protocols that are essential to the new ordinary framework will completely change the way institutions or organizations deal with their human resources. They are expected to change the management of human resources so that there are no crowds that can increase the risk of transmission of Corona virus infection. This new normal system will certainly have an impact on employee performance

Employees are important elements in every organization or agency both in achieving organizational goals effectively and efficiently. An organization does not expect suitable, competent, talented representatives, but the most important thing for them is the ability to strive sincerely and want to achieve the best performance results (Candana et al., 2020). This new normal system requires leaders who can handle their employees. In addition, the motivation of the individual himself and the leader also affects employee performance. In

addition to leadership and motivation, the workplace is also an important element in the development of further employee performance. The workplace is not only related to conditions but also a safe and calm climate for employees to carry out their responsibilities. This will provide good results so as to improve services to the wider community.

Performance is the result of the quantity and quality of work completed by an employee in completing obligations in accordance with the obligations assigned to him (Ridwan et al., 2021). Dalimunthe (2018) says that low performance will have a negative impact, for example, a downgrade of the framework which makes work slower to complete. Various efforts have been made by organizations or agencies in improving employee performance, for example through training, compensation, motivation, and leadership styles. Leadership style is the way the leader works with his subordinates. Leadership style is an example of a leader's behavior (words and activities) as seen by others (Rompas et al., 2018). A leader can be seen as an effective leader with the assumption based on estimates that he can influence and nurture the people he leads. A leader wants good work from his members. To achieve this, the right leadership style is needed to be able to motivate subordinate employees in an organization or agency (Purwanto et al., 2020).

According to Dalimunthe (2018), motivation is the main impetus for someone to contribute as much as possible to the success of an organization in achieving its goals because achieving organizational goals means achieving personal goals from members of the organization concerned. The motivation of a leader will also have the drive to bring the company or organization to a more advanced and developing direction. In addition to leadership style and motivation, the work environment is also one of the factors that affect employee performance in an agency or organization. According to Sudaryo (2018),

the work environment is all equipment and materials experienced, the general climate in which an individual works, his work strategy, and his work plan both as an individual and as a group.

Based on the results of previous research conducted by Audina et al (2019) showed that leadership style had a positive and significant effect on employee performance. Research conducted by Jamaludin (2017) showed that leadership style had a positive and significant effect on employee performance. The results of research conducted by et al (2020) showed that motivation had a positive and significant effect on employee performance. Research conducted by Farhah et al (2020) showed that motivation had a positive and significant effect on employee performance. In this study, a moderating variable was added as an update from previous research, namely the work environment. Some of the results of previous research, the work environment that had no effect on employee performance made researchers interested in bringing it up in research. However, there were also those who researched that

it affected employee performance. The results of research conducted by Faiqotul et al (2017) showed that the work environment had a positive and significant effect on employee performance.

From the presentation of employee attendance at the office of Wali Nagari Lubuk Ulang Aling Tengah, South Solok Regency in January-December 2021, it can be seen that there were still many employees who were absent. Based on table 1.1 employee attendance data in the last 1 year, January to December 2021. Lack of encouragement and enthusiasm and motivation for employees so that many employees arrived late during office hours, then the work environment that was far from urban areas made an excuse to not come to the office on time. Then the physical aspect of the mayor's office that had not been adequate had an effect on employee performance. The low performance of employees at the office of Wali Nagari Lubuk Ulang Aling Tengah was also influenced by the leadership style, where the head of the Wali Nagari office was indifferent to their employees, the lack of rep-

Table 1. Attendance data for the employees at the office of Wali Nagari Lubuk Ulang Aling Tengah January to December 2020

Month	Number of Employees	Working Days	Number of Absences
January	34	25	6
February	34	23	5
March	34	25	3
April	34	24	4
May	34	22	8
June	34	25	9
July	34	26	6
August	34	23	4
September	34	26	7
October	34	23	6
November	34	25	5
December	34	24	6

Source: Secondary data processed, 2021

rimands for employees who arrive late so that these employees are increasingly arbitrarily and irresponsible for their work.

Suryanto (2019) defined performance as work performance, work implementation, work performance, work results or performance. Hasibuan (2017) Explained that employee performance is the result of work that can be achieved by someone in carrying out the tasks assigned to employees based on ability, experience, sincerity and time. According to Abdul Hakim et al (2021) Performance is defined as the total value expected by the organization from a series of behaviors displayed by individuals over a certain period of time. Meanwhile, according to Jufrizen (2018) Performance is the result of work in quality and quantity achieved by an employee in carrying out his obligations in accordance with the obligations assigned to him. The performance indicators according to Afandi (2018) are (1) work quality (2) quantity (3) punctuality (4) effectiveness (5) independence. The factors that influence performance are (1) ability and expertise (2) knowledge (3) work design (4) personality (5) motivation (6) leadership (7) leadership style (8) organizational culture (9) work design (10) work environment (11) loyalty (12) commitment (13) work discipline

Leadership style is the ability to influence a group towards achieving a goal (Supriyadi, 2018). Leadership is interpersonal direction carried out in a given situation, and directed through a communication process towards the achievement of one or more goals. According to Guterres & Armanu Rofiaty (2020) the leadership style that occurs in an organization or agency should be useful with the assumption that it can turn into a maker or mover of its subordinates by creating a work atmosphere that can encourage the development and progress of its subordinates. The types of leadership styles according to Hasibuan in Fajrin (2019) are: (1) authoritarian leadership (2) participatory leadership (3) delegative leadership. According to MS et al (2020) the indicators of leadership style are: (1) supportive leadership (supportive leadership) (2) Di-

rective leadership (3) Participatory leadership (4) Achievement-oriented leadership

In Sunarsi's article (2018), motivation comes from the Latin word *movere* which means encouragement or moving. Motivation in management is only shown to human resources in general and subordinates in particular. Motivation is an employee's reaction to various statements in connection with general efforts that arise from within the employee so that the urge to work develops and achieves the desired goals of the employee. According to John M. Ivancevich (2001:298) in the article of Moulana et al (2017) Motivation is a set of values and attitudes that influence a person to act in a certain way that is goal-directed. The high and low performance of an employee is not only seen from his leadership style but motivation can also affect a person's performance. So motivation is an impulse that develops within a person, both from within and from outside himself to perform a task with high energy by utilizing every capacity and ability he has. The factors that influence motivation according to Afandi (2018) are: (1) life needs (2) future needs (3) self-esteem needs (4) need for recognition of work performance. While the motivation indicators themselves according to Arep (2016) are: [1] financial needs (2) non-financial needs (3) expectations.

According to Sudaryo (2018), the work environment is all equipment and materials experienced, the general climate in which an individual works, his work strategy, and his work plan both as an individual and as a group. According to Sofyan (2013), the work environment is everything that is around the employee that affects him in carrying out and completing the tasks assigned to him in an area. According to Afandi (2018), in general, the work environment is divided into two, namely the physical work environment and the psychological work environment. The physical work environment is the environment around the employees themselves. Working environment conditions can affect employee job satisfaction. While the non-physical/psychic work environment is a situation that occurs

in relation to work relationships, both relationships with leaders and relationships with fellow co-workers and subordinates. So the work environment plays an important role in carrying out the tasks assigned to employees, with a pleasant work environment that provides satisfaction and a sense of comfort so that it affects the improvement of employee work. The factors that affect the work environment according to Sedarmayanti (2017) are: (1) Exposure/lighting in the workplace (2) Temperature at work (3) Humidity in the workplace (4) Air circulation in the workplace (5) Noise in the workplace workplace (6) Mechanical vibration in the workplace (7) Odors in the workplace (8) Coloring in the workplace (9) Decoration or layout (10) Music (11) Safety in the workplace. The indicators of the work environment according to Lestary & Chaniago (2017) are: (1) Lighting (2) Air circulation (3) Odor (4) Decoration layout (5) Security.

METHODS

The object of this research is the office of Wali Nagari Lubuk Ulang Aling Tengah (LUAT). This study used quantitative methods, according to Sugiyono (2018). Quanti-

tative method is a method based on the philosophy of positivism, used to examine certain populations and samples, collect data used research instruments, with the aim of testing predetermined hypotheses. The population is a generalization area consisting of objects/subjects that have the qualities and characteristics determined by the researcher to be studied and then draw conclusions Sugiyono (2018).

The population in this study were 34 employees at the office of Wali Nagari Lubuk Ulang Aling Tengah. The sample according to Sugiyono (2018) is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population. What is learned from the sample? The conclusions can be applied to the population. For this reason, the sample taken by the population must be truly representative.

In this research, the researcher used purposive sampling technique, purposive sampling technique is one of the sampling techniques intentionally with certain charac-

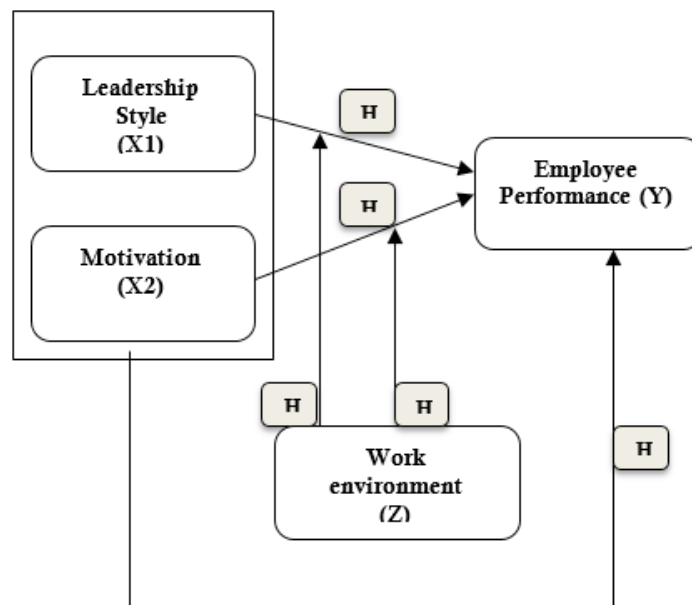


Figure 1. Conceptual Framework
Source: Primary data processed, 2021

teristics, characteristics and criteria that can reflect the state of the population. The criteria were 34 respondents who were representative enough to be studied. This study used primary data obtained from observations made by distributing questionnaires containing questions and secondary data obtained from books, literature and data sourced from libraries and supporting mass media. Data collection methods used in this research were field research and literature study. The data analysis method in this study used the SEM method. Analysis of the data obtained in this study used a computer program, namely Partial Least Square (PLS). Partial Least Square (PLS) is a component-based approach for testing structural equation models.

RESULTS AND DISCUSSION

Assessing the Outer Model or Measurement Model

The assessment of the outer model aims to assess the correlation between the score of an item or indicator with its construct score which indicates the level of validity of a statement item. The outer model test was carried out based on the results of the questionnaire trials that had been carried out for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability. An item or statement item is considered valid if it has a correlation value or convergent validity value above 0.7, but according to Saputro & Siagian (2017) in the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable. In this study, the limit value of the convergent validity value was above 0.5.

Outer Model Assessment with Convergent Validity for Leadership Style Variable

The research on leadership style variables in this study was explained by 10 statement items that had been tested in the previously conducted questionnaire trials. Where the sta-

tement item was denoted by LS (Leadership Style). The outer model test aimed to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. The following is an attachment to the results of data processing from SmartPLS.

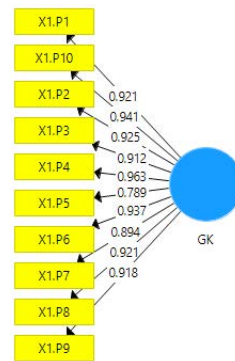


Figure 3. Outer Loadings of Leadership Style (LK)

Source: Primary data processed, 2021

Based on the results of testing the outer data model using SmartPLS, a correlation value was produced between the statement items and the latent variable, namely the buying interest variable as shown in Figure 4.1. In general, a decent or valid Convergent validity value had been found, where each of the existing statement items had a convergent validity value above 0.5. To determine the level of model feasibility and the validity of all statement items, it can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1 (Saputro & Siagian, 2017). The following is the outer model value of each statement item for the leadership style variable in Table 2.

From Table 2, it can be seen that all statements of leadership style variable (LS) items had convergent validity values or original sample estimate values above 0.5 and with t-statistical values or t-counts above 1.96 in the error of rejecting the data by 5%. For this rea-

Table 2. Value of Outer Loadings for Leadership Style Variable (LS)

Description	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Information
LS 1<- LS	0.921	0.038	24.532	Valid
LS 2<- LS	0.925	0.037	25.182	Valid
LS 3<- LS	0.912	0.044	2.955	Valid
LS 4<- LS	0.963	0.017	56.063	Valid
LS 5<- LS	0.789	0.164	4.817	Valid
LS 6<- LS	0.937	0.036	25.737	Valid
LS 7<- LS	0.894	0.052	17.146	Valid
LS 8<- LS	0.921	0.038	24.285	Valid
LS 9<- LS	0.918	0.044	20.739	Valid
LS 10<- LS	0.941	0.032	29.500	Valid

Source: Primary data processed, 2021

son, it can be concluded that all existing items already had good or measurable validity to represent the leadership style variable (LS) in the assessment of the hypothesis.

Outer Model Assessment with Convergent Validity for Motivation Variables

The research on leadership style variables in this study was explained by 10 statement items that had been tested in the previously conducted questionnaire trials. Where the statement item was denoted by MV (Motivation). The outer model test aimed to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. Figure 4 is an attachment to the results of data processing from SmartPLS.

Based on the results of testing the outer data model using SmartPLS, a correlation value was produced between the statement items and the latent variable, namely the buying interest variable as shown in Figure 4. In general, a decent or valid Convergent validity value had been found, where each statement item already had a convergent validity value above 0.5. To determine the level of model feasibility and the validity of all statement items, it

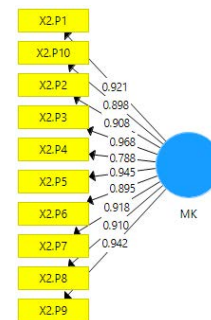


Figure 4. Outer Loadings of MV (Motivation)

Source: Primary data processed, 2021

can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1, (Saputro & Siagian, 2017). The following is the value of the outer model of each statement item for the MV variable (Motivation) in Table 3.

From Table 3, it can be seen that all motivational variable statement items had convergent validity values or original sample estimate values above 0.5 and with t-statistical values or t-counts above 1.96 at an error re-

Table 3. Value of Outer Loadings for Motivation Variable (MV)

Description	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Information
MV 1<- MV	0.921	0.039	23.357	Valid
MV 2<- MV	0.908	0.045	20.178	Valid
MV 3<- MV	0.968	0.015	63.453	Valid
MV 4<- MV	0.788	0.164	4.809	Valid
MV 5<- MV	0.945	0.034	27.883	Valid
MV 6<- MV	0.895	0.051	17.421	Valid
MV 7<- MV	0.918	0.038	24.023	Valid
MV 8<- MV	0.910	0.047	19.443	Valid
MV 9<- MV	0.942	0.031	30.038	Valid
MV10<- MV	0.898	0.064	13.941	Valid

Source: Primary data processed, 2021

jecting data of 5%. For this reason, it can be concluded that all existing items had good or measurable validity to represent motivational variables in hypothesis assessment.

Outer Model Assessment with Convergent Validity for Employee Performance Variable

The research on leadership style variable in this study was explained by 10 statement items that had been tested in the previously conducted questionnaire trials. Where the statement item was denoted by employee performance (EP). The outer model test aimed to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. Figure 5 is an attachment to the results of data processing from SmartPLS.

Based on the results of testing the outer data model using SmartPLS, the correlation value was produced between the statement items and the latent variable, namely the variable of employee performance (EP) as shown in Figure 5. In general, a decent or valid Convergent validity value had been found, where each statement item had a convergent validity value above 0.5. To determine the level of model feasibility and the validity of all

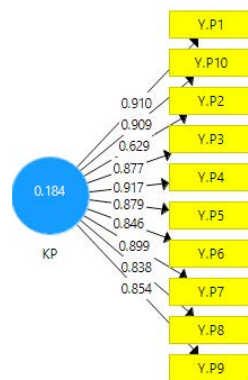


Figure 5. Outer Loadings of Employee Performance (EP)

Source: Primary data processed, 2021

statement items, it can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1.96 with a data error tolerance 5% then the item is declared invalid (Saputro & Siagian, 2017). The following is the value of the outer model of each statement item for the variable of employee performance (EP) in Table 4.

From Table 4, it can be seen that all employee performance variable statement items had convergent validity values or origi-

Table 4. Value of Outer Loadings for Employee Performance Variable (EP)

Description	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Information
EP 1<- EP	0.910	0.097	9.359	Valid
EP 2<- EP	0.629	0.160	3.919	Valid
EP 3<- EP	0.877	0.091	9,661	Valid
EP 4<- EP	0.917	0.076	12.075	Valid
EP 5<- EP	0.879	0.088	10.014	Valid
EP 6<- EP	0.846	0.143	5.912	Valid
EP 7<- EP	0.899	0.087	10.296	Valid
EP 8<- EP	0.838	0.097	8.599	Valid
EP 9<- EP	0.854	0.088	9.682	Valid
EP 10<- EP	0.909	0.092	9.895	Valid

Source: Primary data processed, 2021

nal sample estimate values above 0.5 and with a statistical t value or t-count above 1.96 at an error rejecting data of 5%.. For this reason, it can be concluded that all existing items already had good or measurable validity to represent employee performance variables in evaluating the hypothesis.

Outer Model Assessment with Convergent Validity for Work Environment Variable

The research on leadership style variable in this study was explained by 8 statements that had been tested in the previous questionnaire test. Where the statement item was denoted by the work environment (WE). The outer model test aimed to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. Figure 6 is an attachment to the results of data processing from SmartPLS.

Based on the results of testing the outer data model using SmartPLS, the correlation value was produced between the statement items and the latent variable, namely work environment (WE) variable as shown in Figure 6. In general, a decent or valid Convergent validity value had been found, where each statement item had a convergent validity va-

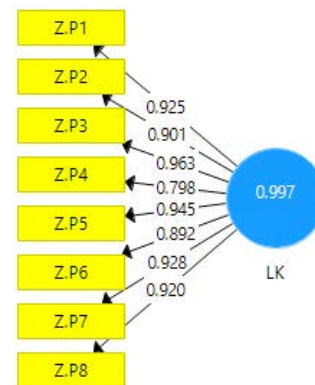


Figure 6. Outer Loadings of Work Environment (WE)

Source: Primary data processed, 2021

value above 0.5. To determine the level of model feasibility and the validity of all statement items, it can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1.96 with a data error tolerance 5% then the item is declared invalid (Saputro & Siagian, 2017). The following is the value of the outer model of each statement item for the work environment (WE) variable in Table 5.

From Table 5, it can be seen that all the

Table 5. Value of Outer Loadings for Work Environment Variable (WE)

Description	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Information
WE 1<- WE	0.925	0.037	25.029	Valid
WE 2<- WE	0.901	0.049	18.544	Valid
WE 3<- WE	0.963	0.017	57.368	Valid
WE 4<- WE	0.798	0.160	4.977	Valid
WE 5<- WE	0.945	0.031	30.327	Valid
WE 6<- WE	0.892	0.054	16.608	Valid
WE 7<- WE	0.928	0.033	27.813	Valid
WE 8<- WE	0.920	0.041	22.275	Valid

Source: Primary data processed, 2021

Work Environment variable statement items had convergent validity values or original sample estimate values above 0.5 and with t-statistical values or t-counts above 1.96 at an error rejecting data of 5%. For this reason, it can be concluded that all existing items already had good or measurable validity to represent the Work Environment variable in the hypothesis assessment.

Average Variance Extracted (AVE) Assessment

The validity criteria of a construct or variable can also be assessed through the Average Variance Extracted (AVE) value of each construct or variable. A construct is said to have high validity if its value is above 0.50. The following will present the AVE values for all constructs (variables) in Table 6.

Based on Table 6, it can be concluded that all the constructs or variables above met the criteria of good validity. This was indicated by the Average Variance Extracted (AVE) value above 0.50 as recommended criteria.

Discriminant Validity Assessment

Furthermore, the assessment of the outer model can also be assessed through discriminant validity, where Discriminant validity is done to ensure that each concept of each construct or latent variable is different from other constructs/variables. The model

Table 6. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Leadership Style	0.834
Motivation	0.739
Employee Performance	0.828
Work environment	0.829

Source: Primary data processed, 2021

has good discriminant validity in this study assessed by comparing the correlation value of each latent construct between endogenous constructs with the AVE root value. If the AVE root value of each construct is large from the correlation value of the latent construct, it can be said that the resulting outer model is good, and vice versa if the AVE root value of each construct is lower than the correlation value of the latent construct, it can be said that the resulting outer model is still not good because it contains invalid statement item. Here are the results of the discriminant validity test.

Based on the results of the calculations in Table 7, it can be concluded that the outer model assessment for all constructs or variables met the criteria for good validity. This can be seen from the AVE root value which was greater than the correlation value between latent constructs and endogenous constructs.

Table 7. Value of Discriminant Validity

Variable	AVE. root	Latent Corelation
Leadership Style	0.913	0.834
Motivation	0.859	0.739
Employee Performance	0.909	0.828
Work environment	0.910	0.829

Source: Primary data processed, 2021

Reliability Assessment

After knowing the level of validity of the data, the next step was to determine the level of data reliability or the level of reliability of each construct or variable. This assessment was done by looking at the composite reliability value and the Cronbach alpha value. The value of a construct is said to be reliable if it provides a composite reliability value and Cronbach alpha > 0.70. The results of the reliability test are presented in Table 8.

Table 8. Reliability Value

Construct (Variable)	Composite Reliability	Coronbachs Alpha	Information
Leadership Style	0.980	0.978	Reliable
Motivation	0.980	0.977	Reliable
Employee Performance	0.966	0.960	Reliable
Work environment	0.975	0.970	Reliable

Source: Primary data processed, 2021

ability test are presented in Table 8.

Based on the SmartPLS output in Table 8, it had been found that the composite reliability value and the Cronbach alpha value for each construct or variable were larger than 0.70. Thus, it can also be concluded that the level of data reliability was good or reliable.

Inner Model Testing (Structural Model)

The next testing process was testing the inner model or structural model which aimed to determine the relationship between constructs as hypothesized. The structural model was evaluated by considering the R-Square value for the endogenous construct from the effect it received from the exogenous construct. Figure 7 is the structural model of the test results using SmartPLS.

Based on Figure 7, structural model can be formed Equation Model as follows: Model Equation I, is a description of the magnitude of the effect of leadership style and motivation constructs on the work environment with the

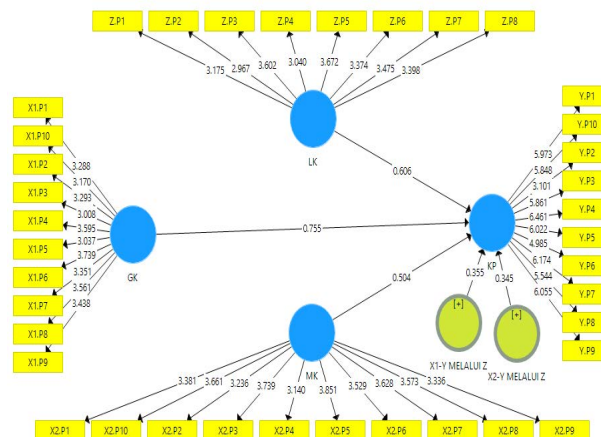


Figure 7. Structural Model

Source: Primary data processed, 2021

existing coefficients plus the error rate which is an estimation error or cannot be explained in the model study. Work environment = 1 leadership style + 2 motivation. Work environment = 4,327 leadership style + 2,470 motivation. Equation II model, is an illustration of the magnitude of the effect of the construct of leadership style, motivation and work environment on employee performance with the existing coefficients plus the error rate which is an estimation error or cannot be explained in the research model. Employee performance = 1 leadership style + 2 motivation + 3 work environment. Employee performance = 1.

Next, as previously explained, the assessment of the inner model was evaluated through the R-Squared value, to assess the effect of certain exogenous latent constructs on the endogenous latent constructs whether they have a substantive effect. The following is the estimated R-Square in Table 9.

Table 9. Evaluation of R Square

Variable	R Square
Leadership Style	-
Motivation	-
Employee Performance	0.184
Work environment	0.897

Source: Primary data processed, 2021

Table 10. Result for Inner Weights

Description	Original Sample	Standard deviation	T Statistics	Information
Leadership Style -> Employee Performance	0.543	0.452	3.590	Hypothesis Accepted
Work Motivation -> Employee Performance	-2.111	4.980	1.452	Hypothesis Rejected
Leadership Style-> Work environment -> Employee Performance	-3.404	3.256	3.680	Hypothesis Accepted
Work Motivation -> Work Environment -> Employee Performance	0.590	1.936	1.780	Hypothesis rejected
Leadership style, motivation -> Employee performance	0.435	1.478	2.342	Hypothesis Accepted

Source: Primary data processed, 2021

In Table 9, it can be seen that the R-Square value of the employee performance construct was 0.184 or 18% which illustrated the magnitude of the effect received by the employee performance construct from the leadership style and motivation construct or was the simultaneous effect of the leadership style and motivation construct on employee performance. Meanwhile, the R-Square value for the work environment construct was 0.897 or 89% indicating the magnitude of the effect given by leadership style, motivation and work environment in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct in explaining the endogenous variables so that the better the structural equations formed.

Hypothesis testing

Hypothesis testing aimed to answer the problems that existed in this study, namely the effect of certain exogenous latent constructs with certain endogenous latent constructs either directly or indirectly through mediating variables. Hypothesis testing in this study, can be assessed from the magnitude of the value of t-statistics or t-count compared to t-table 1.99 at 5% alpha. If t-statistics/t-count < t-table 1.99 at 5% alpha, then Ho is rejected and If t-statistics/t-count > t-table 1.99 at 5%

alpha, then H_a is accepted. The following is the output of SmartPLS, which describes the estimated output for testing the structural model in Table 10.

Based on the results of the SmartPLS test in Table 10, it can be seen that the results of the research hypothesis testing starting from the first hypothesis to the fifth hypothesis which is a direct effect of leadership style and motivation construct on the work environment, the effect of leadership style and motivation and work environment on employee performance. The following are the results of testing and discussion of each hypothesis.

The effect of Leadership Style on Employee Performance

Based on the results of data testing using the SmartPLS program tool as presented in Table 4.9, it can be seen that the leadership style coefficient value was 0.543 which showed the magnitude of the effect given by the leadership style construct on employee performance at the office of Wali Nagari Lubuk Ulang Aling Tengah. Where the standard error value of 0.452 was the level of estimation error that cannot be explained by this construct and with a t-statistical or t-count value of 3,590. To find out whether this hypothesis was accepted or rejected, the comparison between the value of t-statistics or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or 3.590 > 1.96 therefore H_0 was rejected and H_1 was accepted, in other words, there was a significant positive effect of leadership style on employee performance at the office of Wali Nagari Luat. The results of the study were stated to be in line with the research Avilla (2017), Fajrin & Susilo (2018) and Saputro & Siagian (2017) that leadership style had a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance

Based on the results of data testing using the SmartPLS program tool as presented in Table 4.9, it can be seen that the value of

work motivation was -2.111 which showed the magnitude of the effect given by the work motivation construct on employee performance at the office of Wali Nagari Lubuk Ulang Aling Tengah. Where the standard error value of 4.980 was the level of estimation error that cannot be explained by this construct and with a t-statistical or t-count value of 1.452. To find out whether this hypothesis was accepted or rejected, the comparison between the value of t-statistics or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or 1.452 < 1.96 therefore H_0 was accepted and H_2 was rejected, in other words, there was an insignificant positive effect of work motivation on employee performance at the office of Wali Nagari Lubuk Ulang Aling Tengah. The results of the study were stated to be in line with the research sArdian (2019), Widhi, Saputro Nugroho & Setyawati (2015) and Dian, Sumantri (2021) that motivation had a positive and insignificant effect on employee performance.

The Effect of Leadership Style on Employee Performance through the Work Environment

Based on the results of data testing using the SmartPLS program tool as presented in Table 4.9, it can be seen that the leadership style value was -3.404 which showed the magnitude of the effect given by the leadership style construct on employee performance through the work environment of employees at the office of Wali Nagari Lubuk Ulang Aling Tengah. Where the standard error value of 3.256 was the level of estimation error that cannot be explained by this construct and with a t-statistical or t-count value of 3.680. To find out whether this hypothesis was accepted or rejected, the comparison between the value of t-statistics or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or 3.256 > 1.96 therefore H_0 was rejected and H_3 was accepted, in other words, there was a significant positive effect of leadership style on employee performance through the work environment at the office of

Wali Nagari Lubuk Ulang Aling Tengah. The results of the study were stated to be in line with the research Clara IA Waterkamp (2017), Farisi et al. (2017) and Anggraini (2017) that leadership style had a positive and significant effect on employee performance through the work environment.

The Effect of Motivation on Employee Performance through the Work Environment

Based on the results of data testing using the SmartPLS program tool as presented in Table 4.9, it can be seen that the value of work motivation was 0.590 which showed the magnitude of the effect given by the work motivation construct on employee performance through the work environment of employees at the office of Wali Nagari Lubuk Ulang Aling Tengah. Where the standard error value of 1.936 was the level of estimation error that cannot be explained by this construct and with a t-statistical or t-count value of 1.780. To find out whether this hypothesis was accepted or rejected, the comparison between the value of t-statistics or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or $1.780 < 1.96$ therefore H0 was accepted and H4 was rejected, in other words, there was an insignificant positive effect of work motivation on employee performance through the work environment at the office of Wali Nagari Lubuk Ulang Aling Tengah. The results of the study were stated to be in line with the research Widhi, Saputro Nugroho & Setyawati (2015), (Sunarsi (2018) and Hermawan (2018) that motivation had a positive and insignificant effect on employee performance through the work environment

The Effect of Work Environment on Employee Performance

Based on the results of data testing using the SmartPLS program tool as presented in Table 4.20, it can be seen that the value of leadership style and work motivation was 0.435 which showed the magnitude of the effect given by the construct of leadership style and work motivation on employee performance at the office of Wali Nagari Lubuk Ulang Aling

Tengah. Where the standard error value of 1.478 was the level of estimation error that cannot be explained by this construct and with a t-statistical or t-count value of 2,342. To find out whether this hypothesis was accepted or rejected, the comparison between the value of t-statistics or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or $2.342 < 1.96$ therefore H0 was rejected and H5 was accepted, In other words, there was a significant positive effect of leadership style and motivation on employee performance at the office of Wali Nagari Lubuk Ulang Aling Tengah. The results of the study were stated to be in line with the research Princess & Utami (2017), Rachmawati (2019) and Suryadi & Efendi (2018) that leadership style and motivation together affected employee performance.

CONCLUSION

From the results of the research on the effect of leadership style and motivation on employee performance with the work environment as a moderating variable on the employees at the office of Wali Nagari Lubuk Ulang Aling Tengah, it can be concluded that: (1) Leadership style had a positive and significant effect on employee performance; (2) Motivation had a positive and insignificant effect on employee performance; (3) Leadership style had a positive and significant effect on employee performance through the work environment; (4) Motivation had a positive and insignificant effect on employee performance through the work environment; (5) Leadership style and motivation had a positive and significant effect on employee performance; (6) The contribution of leadership style and motivation variables to employee performance was 18%. The contribution of leadership style and motivation variables to the work environment was 89%.

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