THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT, AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT LP3I PATI

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi, lingkungan kerja, dan kepemimpinan terhadap kinerja karyawan. Penelitian ini menggunakan penelitian kuantitatif asosiasional sebagai metode penelitiannya. Subyek penelitian penelitian ini adalah pegawai LP3I Pati. Populasinya adalah 50 karyawan yang menggunakan nonprobability sampling. Teknik pengumpulan datanya adalah angket berupa survei google form. Kuesioner tersebut berkaitan dengan motivasi, lingkungan kerja, kepemimpinan, dan kinerja karyawan. Penelitian ini menganalisis data dengan menggunakan analisis deskriptif, uji asumsi klasik, analisis regresi berganda, dan uji hipotesis yang meliputi uji t, uji f, dan koefisien determinasi untuk menganalisis data. Hasil penelitian menunjukkan bahwa Motivasi (X1), Lingkungan Kerja (X2), dan Kepemimpinan (X3) berpengaruh positif terhadap Kinerja Karyawan (Y).
Kata kunci : motivasi, lingkungan kerja, kepemimpinan, kinerja pegawai

Abstract

This research aims to analyze the influence of motivation, work environment, and leadership on employee performance. This study uses associational quantitative research as the method of the research. The subject of the research of this study is the employees of LP3I Pati. The population is 50 employees which uses nonprobability sampling. The technique for collecting data is questionnaires in the form of a google form survey. The questionnaire deals with motivation, work environment, leadership, and employee performance. This study analyzes data by using descriptive analysis, classic assumption test, multiple regressions analysis, and hypothesis testing which includes t-test, f-test, and coefficient determination to analyze data. The result shows that motivation (X1), Work Environment (X2), and Leadership (X3) have a positive effect on employee performance (Y).
Key words: motivation, work environment, leadership, employee performance

1. INTRODUCTION

A company is any form of business that runs any type of business that is permanent and continuous in an area to obtain profits. Therefore, the company needs to achieve high productivity to achieve maximum profit and good quality. Besides, capital, facilities and infrastructure, technology, and legal standards, a company requires quality human capital to support the productivity of the company. In this case, quality human capital will make a positive contribution to the company so that the company can develop and compete with national and international companies.

Human capitals or human resources are an element or part of the investment largest of an institution or company. Human capital has an important role for a company or agency. Therefore, the human capital needs special attention in order to find out what indicators affect the performance of quality employees. Improving employee performance becomes very

important in change. Employee performance is the result of a certain process in a planned manner at the time and place of the employee and the organization concerned (Mangkuprawira and Hubeis, 2007: 153). Therefore, qualified human resources are the human resource that has high competence and skills that can advance the institution or company.

Malayu (2001: 94) states the term "performance" is interpreted as work performance, which is work achieved by a person in carrying out tasks based on the skills, experience, and sincerity of the person. Therefore, employee performance means the result of a certain process that is planned at the time and place of the employee and the organization. Furthermore, each company is faced various problems regarding employee performance. Every leader in the company will always try so that each activity carried out achieves maximum results effectively and efficiently. Therefore, the success of the company is very dependent on the good or bad performance of the company and the performance of an organization depends on the performance of its employees who are the engine for the running of a company. Employee performance will have a direct impact on progress or setbacks obtained from the agency or company.

Employees need motivation physiologically and psychologically because by having motivation the employee can improve their performance. Communication has a very vital role in human life, therefore humans must give careful attention to communication (Morissan, 2013). Motivation becomes important in an organization because motivation may encourage employees to achieve the organization's goal. Furthermore, if employees feel satisfied with they receive, as well as good leadership, they will increase their performance in the company or institution. According to Omollo (2015), the cause of low employee performance is motivation caused by irregularities by employees, high costs of recruitment, training, increased competition, increased regulation by the government, and feelings of loss of motivation and overwork. Therefore, to get good achievement an employee must have high motivation to achieve good performance.

Mangkunegara (2003: 208) states motivation is a condition that moves employees to achieve the goals of the motive in working in a place. Motivation can also be interpreted as encouragement from within a person as the reason that underlies the spirit of work or directs one's behavior. Therefore, companies or institutions need human resources (employees) who have high work motivation to provide good performance and are enthusiastic about achieving the achievements that the company plans.

Work environment is a factor that directly or indirectly affects employee performance. The work environment includes the working relationship of subordinates with superiors and

the physical environment in a company or institution. Sedarmayati (2001: 1) states the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. A conducive work environment provides a sense of security and supports employees to be able to work optimal. The work environment has a direct influence on employees in completing their responsibilities to companies or institutions. If the employee enjoys the work environment, the employee will feel at home in the workplace to carry out activities and complete tasks and responsibilities.

Work environment influences reducing employee performance if there is a lack of flexibility in the work environment, work noise disturbances, and lack of interpersonal relationships between superiors and subordinates (Bushiri, 2014). The work environment has an effect on improving employee performance because the work environment is everything that is around employees and can influence those employees in their carry out their duties and responsibilities. The work environment will also have an effect on the level of attendance of the employee, maybe because he felt too burdened with the given job, or can occur due to conflict and difficulty in connecting with colleagues work, as well as the lack of supporting facilities provided, so this can affect their desire to work optimally. Therefore, a healthy and good work environment will affect the work comfort of employees. If employees feel comfortable at work, performance will certainly increase.

Leadership has an important role in organizations and companies because it affects success in achieving goals. Handoko (2009: 294) argues that leadership is the ability that a person has to influence other people to work towards achieving goals and objectives. The success of a company wholly or partially depends on the quality of leadership. Because a leader has the power to regulate his employees to do something to achieve company goals. Henarthgoda (2016) states that leadership can reduce employee performance due to low leadership development, empowerment, training, coaching, participation, and delegation. Thus, companies and employees need leaders who can inspire, motivate and move members effectively and efficiently to achieve company goals.

Based on explanation above, the researcher is interested to carry out a research entitled "The Influence Of Motivation, Work Environment, And Leadership On Employee Performance". The researcher hopes that this research can give benefit to the next researchers, employees, and companies.

2. METHOD

Sutama (2012:87) states that research design is a plan for selecting subjects, and collecting data to answer research questions The research design used to examine a particular population or sample, data collection using research instruments, quantitative/statistic data analysis, to describe and test hypotheses that have been set (Sugiyono, 2017). The quantitative method is called by a traditional method, positivistic, scientific, or discovery method. It studies the correlation between variables that are integrated with each other. The design of this research is quantitative research which includes associational research. The main purpose of this study is to determine the relationship between variables. Data collection methods are based on a quantitative approach, usually by survey of respondents.

Primary data is data that is taken directly to the respondent in an organization and is processed by the researcher using analytical tools that have been determined. The researcher determined primary data based on data sources from distributing questionnaires to employees of LP3I Pati, Central Java.

Secondary data is data obtained indirectly obtained from the sample, but obtained from previous researchers, scientific articles, previous literature, as well as required company documents. Secondary data serves to strengthen the results of research conducted so that in presenting the results.

3. RESULT AND DISCUSSION

3.1 Result of the Research

3.1.1 Data Instrument Test

1) Validity Test

Validity test is a test that used to see the validity of the instrument data. In testing the validity of instruments, the researcher uses SPSS version 25 to count the result. The distribution (of the r table) for N = 50 respondents, $\alpha = 0.05$ and the degree of deliberation (dk= N-2) is 0,278, The items are significance when r result > r table (0,278). The summary result of validity testing each variable are as below.

Table 1. Summary Result of Validity Testing

Motivation (X1) Work Environment (X2)			
Item Number	r result	r table	Criteria
1	0,839	0,278	Valid
2	0,743	0,278	Valid
3	0,865	0,278	Valid
4	0,830	0,278	Valid
5	0,680	0,278	Valid

Work Environment (X2)			
6	0,777	0,278	Valid
7	0,843	0,278	Valid
8	0,693	0,278	Valid
9	0,942	0,278	Valid
10	0,468	0,278	Valid
Leadership (X3)			
11	0,926	0,278	Valid
12	0,850	0,278	Valid
13	0,881	0,278	Valid
14	0,837	0,278	Valid
15	0,587	0,278	Valid
Employee Performance (Y)			
16	0,737	0,278	Valid
17	0,679	0,278	Valid
18	0,794	0,278	Valid
19	0,516	0,278	Valid
20	0,410	0,278	Valid

Based on the table above, the items of the questionnaires are valid, because $r_{result} >$ 0,278.

2) Reliability Test

The reliability test is testing data consistency used. Reliability shows the level of reliability or trustworthiness of an indicator used in research. The table of result of reliability testing of instruments can be seen as below.

Table 2. Summary Result of Reliability Testing

No	Variable	Cronbach Alfa (α)	Minimum Score of Cronbach Alfa	Criteria
1	Motivation (X1)	0,80	0,60	Reliable
2	Work Environment (X2)	0,79	0,60	Reliable
3	Leadership (X3)	0,81	0,60	Reliable
4	Employee Performance (Y)	0,74	0,60	Reliable

Based on the table above, the characteristics on the variables are reliable, because Cronbach Alfa > 0,60.

3.1.2 Classic Assumption Testing

1) Normality Testing

The aim of normality test to assess the distribution of data in a group of data or variables, whether the data distribution of data is normally distributed or not. The result of normality testing by using Kolmogorov-Smirnov testing can bee seen in table 3 as follow.

Table 3. Normality Result

One-Sample Kolmogorov-Smirnov Test	
Asymp. Sig. (2-tailed)	,200[c,d]

Based on the table 3 above, the researcher concludes that the probability value of all variables seeing the line of Asymp. Sig. (2-tailed). The probability value is 0,200 which is more than 0,05. Therefore, the reseacher concludes that the data are in normal distribution.

2) Multicolinearity Testing

Multicolinearity in this research, testing uses regression analysis by using SPSS program version 25. The result of multicolinearity testing can be seen in table 4 below.

Table 4. Multicolinearity Testing Result

	Collinearity Statistics	
	Tolerance	VIF
X1	,999	1,001
X2	,882	1,134
X3	,882	1,134

Based on the table 4 above, the value result of multicolinearity can be seen from tolerance value and variance inflation factor (VIF). The tolerance value of variable Motivation (X1) is 0,999, Work Environment (X2) is 0,882. Leadership (X3) is 0,882. which is all tolerance value more than 0,10. The VIF value of variable Motivation (X1) is 1,001, Work Environment (X2) is 1,134. Leadership (X3) is 1,134. which is all VIF value less than 10. From the result above, the researcher concludes that the independent variables do not have a serious multicolinearity problem with the other independent variables.

3) Heteroscedasticity Testing

A good research model is research that does not occur heteroscedasticity. The heteroscedasticity test can be done by looking at the results of the Glejser test at the significance level of the regression results of absolute residual values. If the significance level is more than 5% or 0.05, heteroscedasticity does not occur. The result of heteroscedasticity testing can be seen in the table 5 below.

Table 5. Heteroscedasticity Testing Result

Coefficients	
	Sig.
X1	0,836
X2	0,121
X3	0,822

Based on the table 5 above, the signification value of each variable are: Motivation (X1) is 0.836, Work Environment (X2) is 0,121. Leadership (X3) is 0,822. All signification

values of variables are more than 0,05. Therefore, the researcher concludes that there is no heteroscedasticity on the regression model.

3.1.3 Multiple Regressions

Multiple regression is used to know the contribution of motivation, work environment, leadership toward employee performance. The researcher uses the SPSS program version 25 to get the data. The result of multiple regression can be seen on the table 6 below:

Table 6. Multiple Regression Result

Variable	Coefficients Regression	T	Sig.
(Constant)	8,473		
X1	0,220	2,637	0,011
X2	0,283	3,532	0,001
X3	0,158	2,143	0,037
F hitung	10,803		
Sig.	0,000^b		
R square	0,413		

Based on the table 6 above the result of coefficients regression for independent variables are: motivation (X1) is 0,220, work environment (X2) is 0,283, leadership (X3) is 0,158. The constant value of the regression is 8,473. Therefore, the formation of multiple regression is Y= 8,473+ 0,220 X1 + 0,283 X2+ 0,158 X3.

3.1.4 Hpothesis Testing

1) T-Test (Partial)

The t-test shows how far the influence of the independent variables individually translates the dependent variable. Based on the table 6 above, the researcher concludes that the result of hypothesis testing of all independent variables toward dependent variable as below.

a) The regression coefficient for variable motivation (X1) is 0,220. The t_{result} is 2,637 which is more than t_{table} (>2, 2.010). The significant result of this variable is 0,011 which is less than 0,05. From the result above, the researcher concludes that H_o is denied and H_a is accepted. This means that the hypothesis (H1) of "there is a positive and significant influence of motivation on employee performance" is accepted.

b) The regression coefficient for variable work environment (X2) is 0,283. The t_{result} is 3,532 which is more than t_{table} (>2. 2.010). The significant result of this variable is 0,001 which is less than 0,05. From the result above, the researcher concludes that H_o is denied and H_a is accepted. This means that the hypothesis (H2) of "there is a positive and significant influence of work environment on employee performance" is accepted.

c) The regression coefficient for variable leadership (X3) is 0,158. The t_{result} is 2,143 which is more than t_{table} (>2.010). The significant result of this variable is 0,037 which is less than 0,05. From the result above, the researcher concludes that H_o is denied and H_a is accepted. This means that the hypothesis (H3) of "there is a positive and significant influence of leadership on employee performance" is accepted.

2) F-Test (Simulation)

A simultaneous test (Test F) is used to know whether the independent variable, namely Motivation (X1), Work Environment (X2), and Leadership (X3) together have a positive and significant effect on the dependent variable, namely Employee Performance (Y). The result of f-test can be seen on the table 6 above. Based on the table 4.10 above, the result of F result is 10.803 which is more than F table (>2,80). The significant is $0,000^b$ which is less than 0,05. Therefore, the researcher concludes that motivation (X1), Work Environment (X2) and Leadership (X3) give positive and significant influence on Employee Performance (Y).

3) Coefficient Determination

The coefficient of determination is a measure that can be used to determine the effect of independent variables on the dependent variable. The result of coefficient of determination (R^2) can be seen on the table 4.10 above. Based on the table 6 above, the result of R2 is 0,413. It means that the influence of Motivation (X1), Work Environment (X2), and Leadership (X3) on Employee Performance (Y) is 41,3% and the other 58,7% are affected by other factors which are not discussed in this research.

3.2 Discussion

3.2.1 Motivation (X1)

The result of data processing based on a predetermined methodology, which uses multiple linear regression shows that the signiffication result is 0,011 < 0,005. It means that the hypothesis (H1) of "there is a positive and significant influence of motivation on employee performance" is accepted. This indicates that that motivation give influence on Employee Performance.

The result above illustrates that the employee's performance is very good. Motivation will encourage employees to do their job based to their responsibilities. In addition, an employee who has high motivation will certainly be more loyal and have a strong desire to succeed. Employees who have motivation of course will be able to increase their productivity. On the other hand, if they have poor work motivation, their productivity level will decrease. This is appropriate with Mangkunegara (2001: 103) that motivation encourage a person to do

an activity or task as well as possible to be able to achieve achievements with commendable predicates. This is also appropriate with Hasibuan (2003:146) that motivation can increase the employee's productivity, loyalty, creativity, participation, and enhancing employee's sense of responsibility towards their duties. Thus, employees must be given a lot of motivation in the form of praise or promotion that will encourage them to improve their performance.

According to Riyanto, Sutrisno, and Ali (2017), there is a simultaneous effect on working motivation toward employee performance. This is in line with Omlo (2015) that motivation had a significant positive effect on performance. If the company has employees who do not have the motivation to work, then this will affect the company's performance. Therefore, companies or institutions need employees who have high work motivation to provide good performance.

3.2.2 Work Environment (X2)

The result of data processing based on a predetermined methodology, which uses multiple linear regression shows that the signiffication result is 0,001 < 0,005. It means that the hypothesis (H2) of "there is a positive and significant influence of work environment on employee performance" is accepted. This indicates that that work environment give influence on Employee Performance.

The work environment will affect the way employees perform their job functions. A good workplace environment will increase the productivity in the workplace. On the other hand, if the employee has problems in the work environment, the employee cannot focus on work. This will lead to errors and delays in completing the assigned work tasks. This is appropriate with Bushiri (2014) that work environment influences reducing employee performance if there is a lack of flexibility in the work environment, work noise disturbances, and lack of interpersonal relationships between superiors and subordinates. This is also appropriate with Sedarmayati (2001:1) that an unfavorable work environment does not support the achievement of an efficient work system design.

That result is line with Badrianto, & Ekhsan (2019) that simultaneously work environment influence the performance of employees at the company. The work environment is everything that is around employees and can influence those employees in their carry out their duties and responsibilities. It also effects on the level of attendance of the employee, maybe because he felt too burdened with the given job, or can occur due to conflict and difficulty in connecting with colleagues work, as well as the lack of supporting facilities provided, so this can affect their desire to work optimally. Therefore, a healthy and good work

environment will affect the work comfort of employees. If employees feel comfortable at work, it is certain that performance will increase.

3.2.3 Leadership (X3)

The result of data processing based on a predetermined methodology, which uses multiple linear regression shows that the signiffication result is $0,037 < 0,005$. It means that the hypothesis (H3) of "there is a positive and significant influence of leadership on employee performance" is accepted. This indicates that that leadership give influence on Employee Performance.

Leadership has an important role in organizations and companies because it affects success in achieving goals. It lines with Handoko (2009: 294) argues that leadership is the ability that a person has to influence other people to work towards achieving goals and objectives. The success of a company wholly or partially depends on the quality of leadership. It appropriates with Henarthgoda (2016) that leadership can reduce employee performance due to low leadership development, empowerment, training, coaching, participation, and delegation. Thus, companies and employees need leaders who can inspire, motivate and move members effectively and efficiently to achieve company goals.

This line with the result from Jozef (2020) that employee performance is influenced by leadership. It explained that what the leader do will give influence on employee's performance, even through work motivation. Thus, the stronger transactional leadership style tends to improve work motivation, which leads to increased employee performance.

4. CLOSING

4.1 Conclusion

Based on the result of the data analysis and the discussion, the researcher concludes that:

1) Based on the result, hypothesis 1 (H1) is accepted. It shows that Motivation (X1) has a positive effect on employee performance, which is the linear regression analysis of the data shows that signiffication result is $0,011$ less than $0,05$.

2) Based on the result, hypothesis 2 (H2) is accepted. It shows that Work Environment (X2) has a positive effect on employee performance (Y), which is the linear regression analysis of the data shows that shows that the signiffication result is $0,001$ less than $0,05$.

3) Based on the result, hypothesis 3 (H3) is accepted. It shows that leadership (X3) has a positive effect on employee performancet (Y), which is the linear regression analysis of the data shows that the signiffication result is $0,037$ less than $0,005$

4.2 Suggestions

From the research results obtained, the researcher has several suggestions for further research. The suggestions are as follows:

4.2.1 For the further researcher:

1) It is hoped that the researcher defines add more the respondents or samples of the research reproduced to be able to describe the real situation in the object of research.

2) It is hoped that necessary to add more complex research methods such as intervening or moderation models to be able to answer in more detail and complex the factors that affect organizational commitment by employees.

3) It is hoped that the researcher will make a massive approach to employees as the research sample. Therefore, know more about the conditions experienced by employees in the organization.

4.2.2 For the companies:

1) Based on the results of this research, motivation, work environment, and leadership have a positive effect on employee performance. Therefore, the companies need to pay attention and consider employee's motivation, work environment, and leadership to improve employees' performance.

2) Following the outcome of this study, therefore, companies must need to improve employee's motivation, work environment, and leadership to maximize profit of the companies.

4.3 The implication of the Study

From the three independent variables studied, all of the variables have a positive effect on employee performance. Therefore, companies must pay attention to those variables. If the company wants to empower employees, the employees will be more committed to the company. Besides, if the company is good at improving employees' motivation, the employees will be more committed to the company. The company can increase employee motivation through clear career path contracts, skills training, and the provision of bonuses or appreciations following employee achievements.

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