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[dinasti.info@gmail.com](mailto:dinasti.info@gmail.com)

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## The Influence of Leadership Style on Employee Performance: The Role of Employee Motivation at PT AHI Tbk

Niknik Ahmad Munawar<sup>1</sup>, Fifit Hadiaty<sup>2</sup>

<sup>1</sup>Academic Secretary and Management Kencana Bandung, [munawar201969@gmail.com](mailto:munawar201969@gmail.com)

<sup>2</sup>Academic Secretary and Management Kencana Bandung, [nahmadmunawar@asmkencana.ac.id](mailto:nahmadmunawar@asmkencana.ac.id)

Corresponding Author: [munawar201969@gmail.com](mailto:munawar201969@gmail.com)<sup>1</sup>

**Abstract:** This study aims to analyze the impact of leadership style, work environment, and motivation on employee performance at PT. AHI Tbk. Using a quantitative method with a sample of 200 employees, data were analyzed using Smart PLS 3. The results indicate that leadership style has a significant effect on employee performance, with a t-statistic of 4.326 and a p-value of 0.000. Conversely, the work environment did not show a significant effect on employee performance, as evidenced by a t-statistic of 1.253 and a p-value of 0.211. Additionally, motivation did not function as a significant mediator between leadership style and employee performance. These findings suggest that improving employee performance can be achieved through the development of effective leadership styles, although the work environment aspects require further evaluation. The recommendations generated from this study include enhancing leadership training programs, improving working conditions, and focusing on employee motivation development. This research is expected to provide insights for management and stakeholders to improve employee performance through a more holistic approach.

**Keyword:** Leadership Style, Work Environment, Motivation, Employee Performance, PT. AHI Tbk

### INTRODUCTION

The research that explores the interaction between leadership styles and employee motivation aims to understand how leaders can influence employee motivation. The transformational leadership style, which emphasizes inspiration and support, can enhance employees' intrinsic motivation. This leads employees to be more engaged and dedicated to their work (G.Northouse 2018). By analyzing this relationship, the research can provide insights into the factors that affect employee performance. When leaders motivate their teams, employees tend to display higher productivity and greater creativity. Conversely, unsupportive leadership styles can result in demotivation and decreased performance (Gravina, Nastasi, and Austin 2021).

Many organizations experience high levels of employee demotivation, which can lead to decreased productivity and an increased turnover rate (Stephen P. Robbins 2017). This

research is important for identifying how leadership styles can affect motivation (Hajjali et al. 2022). Various leadership styles are applied within organizations, but not all are effective in motivating employees (G. Northouse 2018). This study can assist organizations in selecting and training the appropriate leadership styles to enhance motivation and performance. Employee performance is often inconsistent and influenced by many variables (Chien et al. 2020). By understanding the impact of leadership styles and motivation, organizations can develop more effective strategies to improve performance. A positive work environment is becoming increasingly important in attracting and retaining talent. This research will help identify the factors that create a supportive work environment. Changes in organizational structure, such as restructuring or transitioning to new work patterns, can affect employee motivation and performance. This study can provide insights into how leaders can facilitate such changes with effective leadership styles (Stephen P. Robbins 2017).

Increasing attention to employee well-being indicates that motivation and support from leaders play a crucial role in that well-being. By understanding this relationship, organizations can create better strategies for employee well-being (Nguyen, Yandi, and Mahaputra 2020). This research contributes to the development of leadership and management theory, providing empirical evidence that can be used for manager training and human resource development.

### **Formulation of the Problem**

- 1) Does leadership style influence employee motivation at PT. AHI, Tbk?
- 2) Does the work environment influence employee motivation at PT. AHI, Tbk?
- 3) Does leadership style influence employee performance at PT. AHI, Tbk?
- 4) Does the work environment influence employee performance at PT. AHI, Tbk?
- 5) Does motivation influence employee performance at PT. AHI, Tbk?

### **Conceptual Framework**

#### **Leadership style and Motivation**

Leaders who adopt a transformational leadership style significantly enhance intrinsic motivation among employees through inspirational communication, individualized attention, and intellectual stimulation. This research emphasizes that transformational leaders create an environment where employees feel empowered, valued, and motivated to achieve organizational goals (Fonseca et al., 2020; Ouakouak, et al., 2020). Richards (2020), explores how transactional leadership affects employee motivation. Their research found that while transactional leadership, characterized by rewards and punishments, can be effective in achieving short-term performance goals, it often fails to build long-term motivation and engagement. This study highlights that transactional leaders may motivate employees through external rewards, but this approach is less effective in fostering sustainable intrinsic motivation.

Democratic leadership is more effective in enhancing employee motivation, as it encourages participation in decision-making and fosters a sense of ownership within the organization (Hilton, et al 2021). In contrast, authoritarian leadership is associated with lower levels of employee motivation and engagement, as it hinders autonomy and creativity among employees (Caillier 2020).

Research by Lee et al. (2022), focused on the role of leaders' emotional intelligence in moderating the relationship between leadership style and employee motivation. This study found that leaders who demonstrate high emotional intelligence are more likely to engage in transformational leadership behaviors, which in turn positively impact employee motivation. The researchers concluded that emotional intelligence is a key component in the effectiveness of leadership styles, particularly in motivating teams. Li et al. (2023), highlighted how adjusting leadership styles to match the maturity levels of employees can significantly affect motivation. According to their findings, effective leaders assess the competencies and commitment levels of their team members and adapt their leadership style accordingly. This adaptive approach

enhances motivation by providing the appropriate levels of support and autonomy, which in turn boosts job satisfaction and commitment.

Based on previous research, it can be concluded that the relationship between leadership style and motivation is closely related to employee performance. Therefore, the researcher can propose Hypothesis 1 regarding this relationship.

H1: Leadership style has an effect on employee motivation at PT. AHI Tbk.

### **Work Environment and Motivation**

The research by Kohnen et al.(2023) investigated the impact of the physical work environment, including lighting, noise, and ergonomics, on employee motivation. The results of the study showed that a comfortable and organized work environment significantly enhances employee motivation by creating an atmosphere that supports concentration and productivity. This research emphasizes that the physical design of the workspace makes a significant contribution to the employee experience at work. Noorizan et al.(2016), demonstrated how organizational culture is closely related to employee motivation. This study found that a work environment that supports collaboration and open communication fosters a sense of attachment and motivation among employees. In a positive organizational culture, employees feel valued and motivated to contribute more, thereby increasing job satisfaction and productivity.

Positive social interactions in the workplace, such as support from colleagues and supervisors, significantly contribute to employee motivation. Employees who feel they have a support network are more motivated and more open to collaborating in achieving common goals (Sugiarti 2021; Yusuf Iis et al. 2022). Employees who are given flexibility in their working hours and location are proven to be more motivated and have higher job satisfaction (Davidescu et al. 2020; Raja et al. 2020). This research indicates that leaders who allow employees to manage their work-life balance can significantly enhance their motivation. A work environment that provides emotional support, space for relaxation, and access to mental health resources boosts motivation. Employees who feel cared for regarding their psychological well-being tend to be more motivated and productive in their work (Obrenovic et al. 2020; Sutarto, et.al.,2021) .

Based on previous research, it can be concluded that the relationship between work environment and motivation is closely related to employee performance. Therefore, the researcher can propose Hypothesis 2 regarding this relationship.

H2: Work environment has an effect on employee motivation at PT. AHI Tbk.

### **Leadership style and Employee Performance**

Transformational leaders, who focus on inspiration and motivation, significantly enhance employee performance through individual development and increased engagement. Leaders who can create a clear vision and stimulate the development of employee skills contribute to better organizational goal achievement (Udovita 2020). Fakhri et al.(2020), explored the relationship between transactional leadership and employee performance at Indonesia's national electricity company. Their findings indicate that transformational leadership, which inspires, motivates, and transforms team members or the organization to achieve higher goals and implement positive changes, can significantly improve employee performance.

In studies conducted by Dastane (2020) and Agarwal (2020), a comparison between authoritarian and democratic leadership styles on employee performance was analyzed. The results showed that democratic leadership style improves employee performance more effectively than authoritarian leadership style. Employees involved in decision-making tend to exhibit higher and more creative performance, while authoritarian styles tend to diminish motivation and performance. Leaders who can adjust their leadership styles based on the situation and team needs can enhance employee performance (Toriquil et al. 2019). Flexible

leadership styles that adapt to the development of employee competencies and motivation show a significant positive relationship with performance (Setiawan et al. 2021).

Research by Ademola Amussah (2020), explored the impact of leadership emotional intelligence on employee performance. This study found that leaders with high emotional intelligence tend to adopt transformational leadership styles and improve employee performance. Emotional intelligence enables leaders to better understand their team's needs and create a supportive work environment, which results in improved performance.

Based on previous research, it can be concluded that the relationship between leadership style and employee performance is closely related to employee outcomes. Therefore, the researcher can propose Hypothesis 3 regarding this relationship.

H3: Leadership style has an effect on employee performance at PT. AHI Tbk.

### **Work Environment and Employee Performance**

The research by Gullifor et al.(2023), investigated the impact of the physical work environment, such as lighting, temperature, and noise, on employee motivation. The results showed that a comfortable and ergonomic work environment can significantly enhance employee motivation. A well-designed workspace helps employees concentrate on their tasks and improve productivity. The study by Paais and Pattiruhu (2020), found that a positive organizational culture has a substantial impact on employee motivation and performance. This research indicates that a work environment that supports collaboration and open communication encourages employees to feel more engaged and motivated. When employees feel they are part of an inclusive and innovative company culture, they are likely to demonstrate better performance.

The research by Wiadnyana, et.al.,(2019), showed that compensation, motivation, work discipline, and the work environment have a positive and significant partial impact on employee performance. Furthermore, compensation, motivation, work discipline, and the work environment collectively have a positive and significant effect on employee performance. The results of the research by Pawirosumarto, et.al.,(2017), indicate that the work environment, leadership style, and organizational culture have a positive and significant impact on job satisfaction; however, only leadership style has a positive and significant impact on employee performance. Job satisfaction does not have a significant positive effect on employee performance and does not mediate the relationship between these variables. Based on previous research, it can be concluded that the relationship between the work environment and employee performance is closely related to employee outcomes.

Research by Yusran, et.al.,(2021), explored the influence of several variables on police personnel performance. The variables studied included abilities, work motivation, organizational commitment, and the work environment. The results showed that all variables, collectively, had a significant impact on personnel performance. Both ability and organizational commitment showed a positive and significant effect. However, work motivation did not show a significant effect on performance, and similarly, the work environment also yielded insignificant results.

Based on the review of previous research findings, the following hypothesis can be established for this study:

H4: Work environment has an effect on employee performance at PT. AHI Tbk.

### **Motivation and Employee Performance**

Employees who are intrinsically motivated those who find happiness and satisfaction in their work tend to have better performance. This research emphasizes that a work environment that facilitates recognition of creativity and autonomy will enhance intrinsic motivation and, in turn, improve performance(Liaquat et al. 2024). Extrinsic motivation significantly contributes to the improvement of employee performance in the short term.

However, this research also indicates that without a strong foundation of intrinsic motivation, the positive impact of extrinsic motivation on performance may diminish over time (Selvarajan, et.al., 2018).

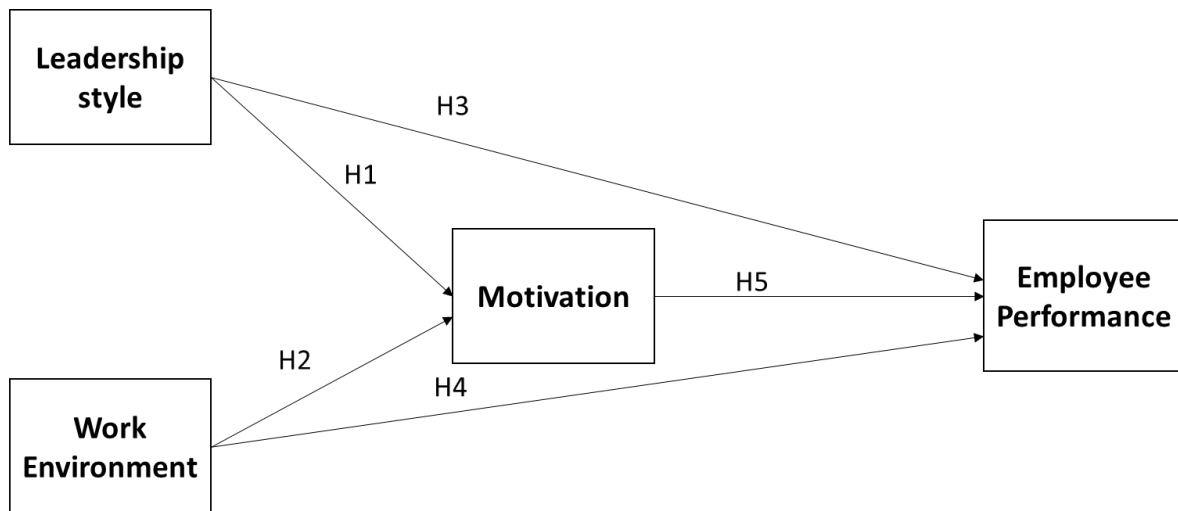
The research by Paais and Pattiruhu (2020), examined the relationship between leadership, motivation, and employee performance. This study found that leaders who successfully motivate their team members to achieve goals can enhance overall performance. It was discovered that transformational leaders, who are able to inspire and foster motivation, have a significant positive impact on employee performance. Pancasila, et.al., (2020), in their research, explored how motivation affects employee performance. This study indicates that employees who feel motivated, both intrinsically and extrinsically, perform better even when working remotely. This research also highlights the importance of technical support and good communication in maintaining motivation and, ultimately, performance. The level of individual motivation within a team significantly influences group productivity. Teams with highly motivated members tend to collaborate better and achieve superior results (Wahyuni, et.al., 2019).

The research by Pawirosumarto et al. (2017), analyzed the effects of the work environment, leadership style, and organizational culture on job satisfaction and their implications for employee performance. The results indicated that the work environment, leadership style, and organizational culture have a positive and significant impact on job satisfaction; however, only leadership style had a positive and significant effect on employee performance. Furthermore, job satisfaction did not have a significant positive impact on employee performance and did not function as a mediating variable. The research by Kyambade et al. (2024), examined the relationship between authentic leadership and employee performance among civil servants in the city of Kigoma/Ujiji, Tanzania. Additionally, this study investigated the mediating role of motivation in the relationship between authentic leadership and employee performance. The results revealed a significant positive relationship between authentic leadership and employee performance, a significant positive relationship between authentic leadership and motivation, and a significant positive relationship between motivation and employee performance. Moreover, motivation was found to be a significant mediator in the relationship between authentic leadership and employee performance among civil servants in Tanzania.

Based on previous research, it can be concluded that the relationship between motivation and employee performance is closely related to employee outcomes. Therefore, the researcher can propose Hypothesis 5 regarding this relationship.

H5: Motivation has an effect on employee performance at PT. AHI Tbk.

Based on the theories put forth by various experts and findings from relevant research literature, this study develops a comprehensive conceptual framework that examines the intricate relationships among key variables, specifically leadership styles, motivation, work environment, and employee performance. The framework aims to clarify how these factors interact and influence each other, highlighting their significance in achieving organizational effectiveness. By synthesizing insights from previous studies, it serves as a valuable guide for organizations seeking to understand employee dynamics within different contexts. This understanding is essential for formulating effective strategies that enhance employee engagement, satisfaction, and performance. Furthermore, the framework underscores the importance of creating a supportive work environment and adopting appropriate leadership styles to boost intrinsic and extrinsic motivation among employees. The following figure visually represents these relationships, providing both researchers and practitioners with a clear overview that aids further exploration and practical implementation in the field of organizational behavior and management.



**Figure 1: Conceptual Framework**  
Source: Processed by Researchers (2024)

## METHOD

This research utilizes a quantitative method with a population of 10,631 employees from PT. AHI Tbk. A sample of 200 employees was selected, as determined by the sample size formula according to Hair (2019), which is the number of indicators multiplied by 10 (20 x 10), resulting in a sample size of 200 employees. Data analysis was conducted using Smart PLS 3.

## RESULTS AND DISCUSSION

### Findings

#### Employee Performance

Employee performance is the work results or achievements of an individual measured against specific criteria or standards within the context of the job. This assessment includes productivity, quality of work, and attendance levels. Employee performance encompasses the observable and measurable behaviors exhibited by employees that contribute to the achievement of organizational goals. It includes both specific tasks and relevant behaviors in the workplace context (Chien et al. 2020; Nguyen et al. 2020).

Employee performance is the level of individual engagement and contribution to work processes and organizational outcomes. It encompasses psychological aspects where employees strive to bring their skills and dedication to their work (Zacharias, Rahawarin, and Yusriadi 2021). Employee performance involves two main aspects: task performance, which is directly related to job duties, and contextual performance, which includes attitudes, cooperation, and support for coworkers (Alsafadi and Altahat 2021; Hajjali et al. 2022). Employee performance reflects how employees carry out their responsibilities and roles within the organization, as well as their impact on achieving organizational goals. It includes both quantitative (amount) and qualitative (quality) aspects of work results (Bikefe and Daniel 2022; Chien et al. 2020; Nguyen et al. 2020; Stephen P. Robbins 2017).

These definitions indicate that employee performance is the result of a combination of individual behavior, ability, motivation, and support from the work environment. It is important to assess employee performance in a more holistic context.

#### Motivation

Motivation is the factor that causes individuals to act in certain ways and serves as the drive that provides energy and direction to those actions (Herzberg 1959). Motivation is the process that propels someone to engage in actions aimed at specific goals. It encompasses the

needs, desires, and expectations that influence individual behavior (Locke and Schattke 2018; Reizer, et.al.,2019).

Intrinsic motivation is the act of engaging in a behavior due to personal interest and satisfaction derived from the activity itself, rather than from external drives (Filgona et al. 2020). In this case, individuals engage in activities because they enjoy the process. Intrinsic motivation involves individuals being engaged in tasks that provide a sense of autonomy, competence, and social relatedness, all of which enhance personal satisfaction and development(Oudeyer and Kaplan 2015)

Extrinsic motivation is the drive to engage in a behavior due to external factors such as rewards, recognition, or pressure from the environment (Legault 2016). Individuals perform activities not only to gain positive experiences but also to achieve desired external outcomes. Extrinsic motivation relates to drives that come from outside the individual, such as awards, rewards, or social influences that encourage individuals to behave in certain ways(B. Reena 2011).

Both intrinsic and extrinsic motivation play a crucial role in influencing individual behavior in various contexts, including the workplace. Understanding the differences between these two types of motivation helps organizations design effective strategies to enhance employee performance and satisfaction(Liu 2020; Mohamed, Ismail, and Abd El-Gawad 2023)

### **Work Environment**

The work environment is the physical, social, and psychological context in which employees perform their jobs. It encompasses all aspects that can affect employee well-being and productivity, including infrastructure, organizational culture, and social interactions (Dittes and Smolnik 2019; Jayaweera 2015). The work environment refers to all factors outside the individual that influence the work experience, including physical conditions (such as lighting and noise) as well as social elements (such as relationships among coworkers and managerial support) (Rasool et al. 2021).

The work environment is a combination of physical and psychological conditions that influence how employees perform their jobs. It includes the workspace, equipment, as well as the cultural and structural aspects of the organization (Kjaer et al. 2018; Ogiemwonyi, Alam, and Alotaibi 2023). The work environment encompasses individual experiences and their perceptions related to the workplace, including factors that affect motivation, engagement, and job satisfaction(Lamb and Kwok 2016). The work environment consists of physical elements (such as workspace design and equipment) as well as social elements (such as social support and communication) that affect employee engagement and performance(Adetola, Aghazadeh, and Abdullahi 2021; Bangwal, Tiwari, and Chamola 2017; Review 2019).

The definitions above indicate that the work environment is a comprehensive concept that encompasses various physical, social, and psychological aspects that influence how employees perform their tasks and interact in the workplace. Understanding the work environment is essential for creating a productive atmosphere and supporting employee well-being.

### **Leadership style**

Leadership style refers to how a leader interacts with and influences their followers, encompassing the attitudes, behaviors, and strategies used to achieve organizational goals (Yahaya and Ebrahim 2016). This style can reflect the values and personality of the leader(Sulamuthu and Yusof 2018). Leadership style is a consistent pattern of behavior exhibited by leaders that creates influence among followers (Adrian Putra Ariussanto et al. 2020). Bass (2013) also distinguishes between transformational and transactional leadership styles, highlighting how leaders' approaches can affect the motivation and performance of their followers. Leadership style refers to the methods used by leaders to influence and motivate

their followers. Goleman identifies six leadership styles (visionary, coaching, affiliative, democratic, pacesetter, and commanding), each having different effects on the work environment and team performance (Kafetzopoulos and Gotzamani 2022; Roberson and Perry 2022; Thomson et al. 2016). Leadership style categorizes human behavior in leading groups. They identify three basic styles: authoritarian, democratic, and laissez-faire, which describe how leaders control groups and make decisions. Leadership style is the way leaders manage and lead people within an organization (G.Northouse 2018; Stephen P. Robbins 2017). It is closely related to the decisions made, how to interact with the team, and the ability to influence and motivate followers (Gagné et al. 2015; Ghazzawi et al. 2017; Thapa and Parimoo 2022).

The definitions above indicate that leadership style is an important element that reflects the interaction of leaders with their followers as well as the methods used to achieve organizational goals. Various leadership styles can have different impacts on motivation, performance, and organizational culture.

### A. Analysis of Factor Loading values

In this section, the researcher has illustrated Tables 4.1 and 4.2, as well as Figure 1, which displays the path diagrams depicting the results of the Smart PLS analysis.

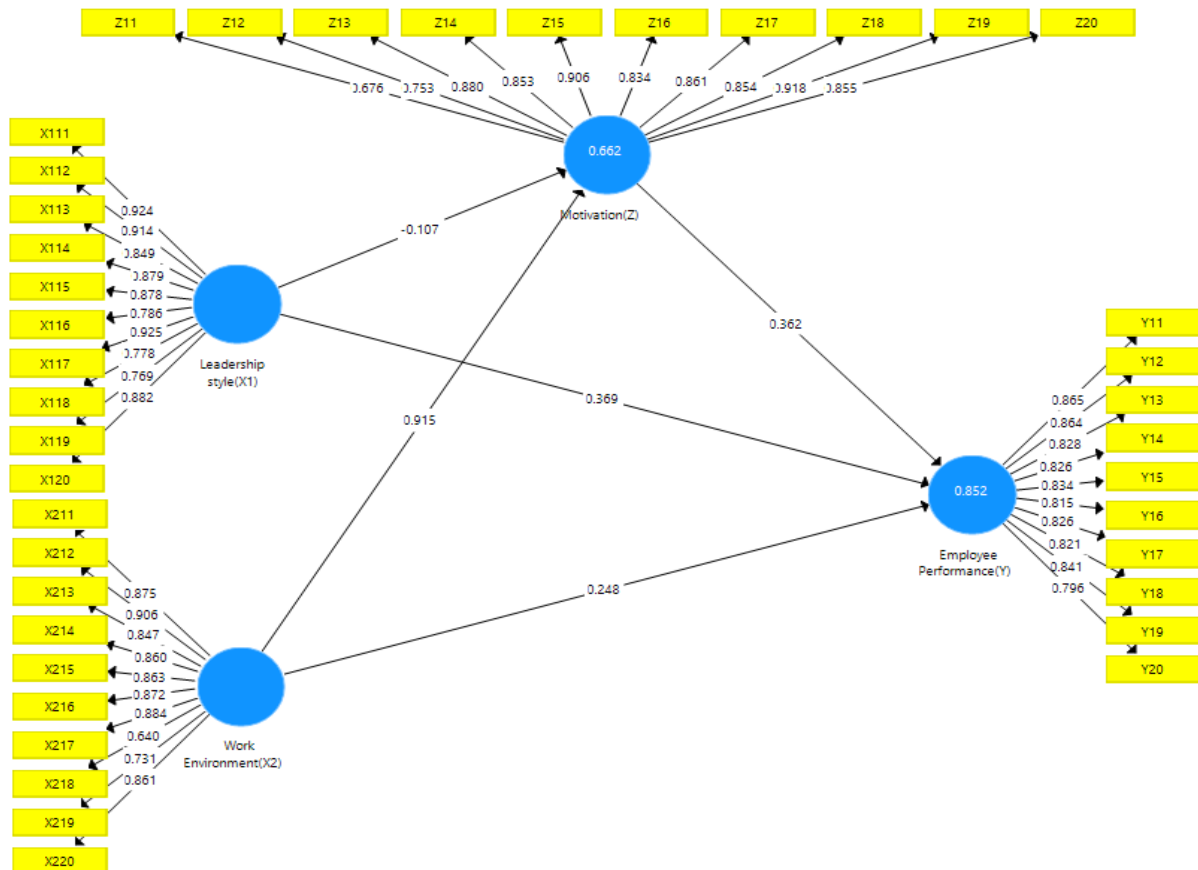
**Table 1. Model Fit Indicators**

Coding	Respondent Statement Items
<b>Leadership style</b>	
X111	My leader always communicates clearly regarding goals and work expectations
X112	I feel comfortable expressing my ideas and opinions to my leader
X113	My leader always provides the necessary support to complete tasks
X114	My leader is actively involved in the development of my skills and abilities
X115	My leader involves the team in the decision-making process related to their work
X116	My leader's decisions are always based on input from team members
X117	My leader always inspires me to achieve my goals and improve my performance.
X118	My leader provides the motivation I need to overcome challenges in my work
X119	My leader clearly defines goals and expectations for our team
X120	My leader includes the team in the goal-setting process and discussions
<b>Work Environment</b>	
X211	The physical conditions of my workplace are comfortable and support productivity.
X212	The facilities in my workplace effectively support my work needs
X213	I feel safe in my workplace and secure while performing my tasks.
X214	The organization prioritizes health and safety in the work environment
X215	I have positive interactions with my colleagues in the workplace environment.
X216	Team collaboration and communication are encouraged in my work environment.
X217	The workplace culture promotes respect and collaboration among all employees
X218	The atmosphere at work encourages creativity and open communication
X219	I feel my work-life balance is supported by the organization
X220	My workplace allows flexibility to manage my personal and professional responsibilities.
<b>Motivation</b>	
Z11	I am genuinely interested in my work and find it fulfilling
Z12	I feel satisfied with my job and enjoy the tasks I perform.
Z13	I take responsibility for my tasks and their outcomes at work
Z14	I feel accountable for my contributions to the team's success.
Z15	My work environment encourages me to be creative and think innovatively
Z16	I have opportunities to express my creativity in my job role
Z17	I receive recognition for my contributions and efforts at work.
Z18	My workplace rewards employees for achieving their goals and performing well
Z19	I am satisfied with the compensation and benefits provided by my organization
Z120	The benefits offered by my workplace meet my personal and professional needs.
<b>Employee Performance</b>	



Y11	I consistently meet productivity goals and deadlines in my job role
Y12	I feel productive and efficient while completing my work tasks
Y13	I consistently produce high-quality work that meets organizational standards
Y14	I prioritize attention to detail in all my work assignments
Y15	I consistently receive positive feedback from customers regarding my work
Y16	I strive to meet customer needs and exceed their expectations.
Y17	I consistently complete my tasks and projects within the given deadlines.
Y18	I am punctual in submitting my work and meeting project timelines.
Y19	I actively contribute to team discussions and collaborative projects
Y20	I effectively work with colleagues to achieve team goals and objectives

Source: Processed by researchers (2024)



**Figure 1: Path Diagram of First Estimated Factor Loadings**

Source: Smart PLS Diagram Output 3(2024)

The results of the factor loading evaluation are presented in Table 4.2, which provides detailed information about the analysis.

**Table 2. Factor Loading Test Results**

Leadership style(X1)		Work Environment(X2)		Motivation(Z)		Employee Performance(Y)	
X111	0.924	X211	0.875	Z11	0.676	Y11	0.865
X112	0.914	X212	0.906	Z12	0.753	Y12	0.864
X113	0.849	X213	0.847	Z13	0.88	Y13	0.828
X114	0.879	X214	0.86	Z14	0.853	Y14	0.826
X115	0.878	X215	0.863	Z15	0.906	Y15	0.834
X116	0.786	X216	0.872	Z16	0.834	Y16	0.815
X117	0.925	X217	0.884	Z17	0.861	Y17	0.826
X118	0.778	X218	0.64	Z18	0.854	Y18	0.821
X119	0.769	X219	0.731	Z19	0.918	Y19	0.841

X120	0.882	X220	0.861	Z20	0.855	Y20	0.796
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Source: Processed by researchers (2024)

Based on the output displayed in Figure 1 and Table 4.2, overall, the measurement items show a factor loading (FL) > 0.70, indicating that all items are valid and can effectively represent the variables, except for the measurement item Z11, which has a factor loading of  $0.68 < 0.70$ . For the Leadership Style variable (X1), the highest loading item is X117 (0.925), suggesting that an increase in Leadership Style behavior (X1) of approximately 86% will be most evident in this item. For the Work Environment variable (X2), the highest loading item is X212 (0.906), reflecting that about 82% of the changes in Work Environment (X2) will be reflected in this measurement item. The Motivation variable (Z) has a loading factor of Z19 (0.918), indicating that the level of employee Motivation (Z) is reflected by approximately 84% in this measurement item. For the Employee Performance variable (Y), the highest loading factor is found in the measurement item Y11 (0.865), indicating that changes in the Employee Performance variable (Y) of about 75% will be reflected in the measurement item Y11.

### B. Hypothesis Testing

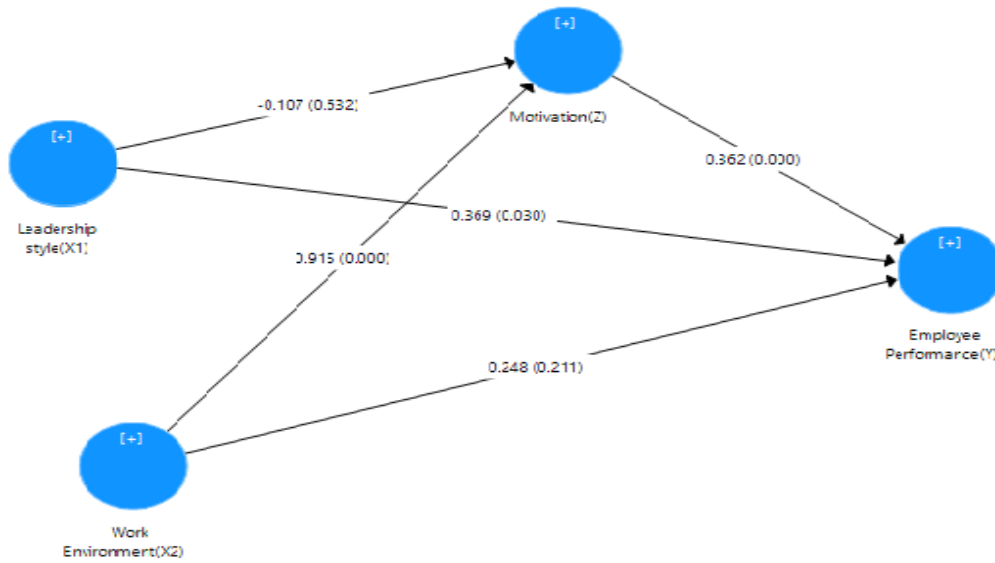
To test the hypotheses, the researcher analyzed the results of the Path Coefficient test conducted using the Bootstrapping method. The results of the Bootstrapping test for the Path Coefficient are presented in Table 3 and Figure 2.

**Table 3. Hypothesis Testing (Path Coefficient and T Statistics)**

	Koefisien	T Statistics ( O/STDEV )	P Values	Confidence Interval	
				2.50%	97.50%
Leadership style(X1)-> Motivation(Z)	-0.107	0.48	0.632	-0.521	0.33
Work Environment(X2)-> Motivation(Z)	0.915	4.326	0.000	0.486	1.316
Leadership style(X1)-> Employee Performance(Y)	0.369	2.18	0.03	0.019	0.657
Work Environment(X2) -> Employee Performance(Y)	0.248	1.253	0.211	-0.122	0.628
Motivation(Z) -> Employee Performance(Y)	0.362	4.679	0.000	0.206	0.51

Source: Processed by researchers (2024)

Statistical analysis using the path diagram helps to understand the relationships between variables within the framework. The structural model is used for hypothesis testing and identifying causal relationships between variables. Figure 2 shows the relationships and coefficients of the variables.



**Figure 2: Factor Loading Path Diagram of Estimated Factors**  
 Source: Smart PLS Diagram Output 3(2024)

Taking into consideration the path coefficient values in table 3 as well as the above Figure 2, the following conclusions can be drawn:

**a) Test of Direct Effects**

**1) Leadership Style Influences Motivation**

Based on Table 3 and Figure 2 above, it can be concluded that Leadership Style does not have a significant effect on Motivation. The t-statistic value of 0.48 is less than 1.96, indicating that the alternative hypothesis (H1), which states that there is an effect between leadership style and motivation, cannot be accepted or rejected, leading to the rejection of H1 and acceptance of H0. The p-value of 0.632 is greater than the significance level of 0.050, which also indicates that there is no significant relationship between the two variables. The coefficient value of -0.107 suggests that if leadership style increases, motivation may decrease (due to the negative coefficient). However, it is important to note that the lack of a significant effect makes this interpretation weak. Table 3 also shows that the confidence interval ranges from -0.521 to 0.33, which includes the number zero. This means that not only is there no significant effect, but it also reflects uncertainty regarding the direction and magnitude of the impact between leadership style and motivation.

**2) Work Environment Influences Motivation**

The findings of this research indicate that the Work Environment has a significant effect on employee motivation. This is evidenced by a t-statistic value of 4.326, which far exceeds the critical value of 1.96, as well as a p-value of 0.000, which is significantly less than the significance level of 0.050. These findings provide sufficient evidence to assert that the Work Environment directly influences employee motivation. The coefficient value of -0.915 indicates a positive relationship between the Work Environment and motivation. Furthermore, the confidence interval ranging from 0.486 to 1.316 does not include the number zero, which further reinforces that the effect of the work environment on motivation is both real and significant.

**3) Leadership Style Influences Employee Performance**

The research findings indicate that Leadership Style has a significant effect on Employee Performance. This is evidenced by a t-statistic value of 2.18, which is greater than 1.96. This suggests that the alternative hypothesis (H3) which states that there is an effect of leadership style on employee performance can be accepted, while the null hypothesis can be rejected. The p-value of 0.03 is less than the significance level of 0.050, providing

additional evidence that there is a significant relationship between leadership style and employee performance. The path coefficient of 0.369 indicates a positive relationship between leadership style and employee performance, meaning that improvements in leadership style are associated with increased employee performance. Furthermore, the confidence interval ranging from 0.019 to 0.657 does not include the number zero, which indicates that the effect of leadership style on employee performance is both real and reliable, and not occurring by chance. Overall, these findings affirm that effective leadership can enhance employee performance, highlighting the importance of leaders in creating a work environment that fosters performance improvement.

**4) Work Environment(X2) Influences Employee Performance(Y)**

The research findings indicate that the work environment (X2) does not have a significant effect on employee performance (Y). This is evident from a t-statistic value of 1.253, which is less than the critical value of 1.96, as well as a p-value of 0.211, which is greater than the significance level of 0.050. This suggests that there is not enough evidence to claim that the work environment directly affects employee performance. The confidence interval ranging from -0.122 to 0.628 includes the number zero. This indicates uncertainty regarding the impact of the work environment on performance. In other words, there may be no effect at all, or if there is, the effect could be very weak or inconsistent. The lack of influence of the work environment on employee performance could be due to other dominating factors, such as leadership style, motivation, skills, or the individual conditions of the employees themselves. It also suggests that the work environment may not be sufficiently adequate or tailored to meet employees' needs to have a significant impact on their performance.

**5) Motivation(Z) Influences Employee Performance(Y)**

The research findings indicate that motivation has a significant effect on employee performance (Employee Performance, Y). This is evidenced by a t-statistic value of 4.679, which is much greater than the critical value of 1.96, as well as a p-value of 0.000, which is far less than the significance level of 0.050. These findings suggest a strong and significant relationship between the two variables. The coefficient value of 0.362 indicates that each unit increase in motivation correlates with a 0.362 unit increase in employee performance. This suggests that employee motivation plays a crucial role in driving performance improvement, affirming that more motivated employees tend to demonstrate better performance. The confidence interval (Confidence Interval) ranging from 0.206 to 0.51 provides a reliable range for the effect of motivation on employee performance. Since this interval does not include the number zero, it provides additional evidence of a consistent positive relationship between motivation and performance. This research demonstrates that an increase in motivation is likely to lead to an improvement in performance without a doubt.

**b) Test of the Magnitude of Mediation Effects**

The mediating influence and mediation effects can be seen in the following Tables 4 and 5:

**Table 4. Interpretation of Mediation Effects**

Upsilon (V) Statistic Value	Interpretation
0,175	High mediation effect
0,075	Moderate mediation effect
0,010	Low mediation effect.

Source: Ogbeibu, et.al (2018)

**Table 5. Influence and Mediation Effects**

The Influence of Mediating Variables	T Statistics ( O/STDEV )	P Values	Statistik Upsilon (v)	Confidence Interval	
				2.50%	97.50%

Leadership style(X1) -> Motivation(Z)-> Employee Performance(Y)	0.464	0.643	0.14	-0.205	0.135
Work Environment(X2)-> Motivation(Z) -> Employee Performance(Y)	3.236	0.001	0.97	0.146	0.529

Source: Processed by researchers (2024)

The findings indicate that motivation does not play a significant role as a mediator in the relationship between Leadership Style (X1) and Employee Performance (Y). This is reflected in a t-statistic of 0.464, which is less than 1.96, and a p-value of 0.643, which is greater than 0.050. This suggests that motivation is not effective in strengthening or facilitating the influence of leadership style on employee performance. The weak mediation effect (0.14) indicates that although there is a relationship between leadership style and motivation, motivation itself is not strong enough to enhance employee performance. This implies that other factors, aside from motivation, may play a more significant role in bridging the relationship between leadership style and performance.

On the other hand, the results show that the Work Environment (X2) has a positive and significant effect on employee performance (Y). A t-statistic of 3.236, which is greater than 1.96, and a p-value of 0.001, which is less than 0.050, indicate a strong and significant relationship. This suggests that a high-quality work environment can directly enhance employee performance. With a very high mediation effect (0.97) regarding the influence of the work environment on employee performance, it indicates that workplace conditions significantly support and contribute to improving performance. This means that a positive and supportive environment can be a key factor in optimizing employee performance.

### C. Evaluation of Model Quality and Suitability

In the evaluation of this model, there will be several analyses to determine whether the research model fits or corresponds with the empirical data. Below are the results of the model fit test:

#### a. R-square Test

**Table 6. Interpretation of R-square Values**

R square value	Hair et al (2019),	R square value	Chin (1998)
0.75	Substantive (high) influence	0,67	High
0.50	Moderate	0,67	Moderate
0.25	Weak	0,19	Weak

Source: Processed by researchers (2024)

**Table 7. R-square test results**

	R Square	R Square Adjusted
Employee Performance(Y)	0.852	0.847
Motivation(Z)	0.662	0.655

Source: Processed by researchers (2024)

The R-Square value of 0.852 indicates that approximately 85.2% of the variation in employee performance (Employee Performance, Y) can be explained by the combination of leadership style, work environment, and motivation. This demonstrates a very substantial relationship between these three variables and employee performance. In other words, these factors play a crucial role in determining how well or poorly employees perform. With an influence of 85.2%, management can interpret that any increase or decrease in leadership style and work atmosphere will directly affect employee performance. This emphasizes the

importance of effective leaders and a positive work environment in promoting optimal performance.

For the motivation variable (Z), the value of 66.2% indicates that changes in employee motivation can be explained by leadership style and work environment. This suggests that these two variables have a significant impact on raising or lowering employee motivation levels. In other words, good leadership style and a supportive work environment can significantly help enhance employee motivation.

**b. F-square test**

**Table 8. Interpretations of F square values**

F-square value	Interpretation
0,35	Substantial (Large) influence
0,15	Moderate influence
0,02	Low influence

Source: Processed by researchers (2024)

**Table 9. F square values test results**

	Employee Performance (Y)	Motivation (Z)
Work Environment(X2)	0.35	0.241
Leadership style(X1)	0.89	0.003
Motivation(Z)	0.35	

Source: Processed by researchers (2024)

Motivation shows a lower influence on the work environment (0.241) and leadership style (0.003). These values indicate that while motivation still plays a role, its level of influence is not as great as that of the work environment. Specifically, the very small influence on leadership style (0.003) suggests that motivation does not significantly contribute to how leaders interact with and influence their teams.

**c. Q square test**

The interpretation of the Q-square value according to Hair et al. (2021) states that if the value is greater than 0 (>0), then the exogenous variable can effectively predict the endogenous variable. Meanwhile, a Q-square value of 0.25 reflects moderate predictive relevance, while a value of 0.50 indicates high predictive relevance.

**Table 10. Q-square test results**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Employee Performance(Y)	1000	424.497	0.576
Leadership style(X1)	1000	1000	
Motivation(Z)	1000	544.902	0.455
Work Environment(X2)	1000	1000	

Source: Processed by researchers (2024)

Based on Table 9, the Q-square value for Employee Performance (Y) is 0.57, indicating a high relevance between employee performance and other variables, namely Leadership Style (X1), Motivation (Z), and Work Environment (X2). This suggests that changes in leadership style, motivation, and work environment conditions can significantly impact employee performance. The high Q-square value (0.57) reflects the ability of these variables to predict employee performance. In other words, if the variables of leadership style, motivation, and

work environment are managed well, employee performance is expected to improve. This underscores the importance of managerial roles in creating conducive conditions.

On the other hand, motivation shows a Q-square value of 0.455, indicating moderate relevance to the variables of Leadership Style (X1), Motivation (Z), and Work Environment (X2). Although this value indicates a relationship, the level of relevance is not as high as that of employee performance. This suggests that while motivation is important, its influence on the other variables is not as strong as the influence demonstrated by employee performance.

**c. Goodness of Fit (GoF) Index Test**

**Table 11. Interpretation of GoF Values**

GoF index Value	Interpretation GoF
0,36	High
0,25	Moderate
0,1	Weak

Source: Wetzels, et.al (2009)

**Table 12. Goodness of Fit (GoF) Index Test Results**

Rerata Communality	Rerata R square	Indeks GoF	Explanation
0.8407	0.757	0.636	High

Source: Processed by researchers (2024)

The Goodness of Fit (GoF) index value of 0.636, which falls into the high category, indicates that the model used in the research has a good fit with the observed data. This signifies that the model is sufficiently capable of explaining the variables under study and the relationships between those variables with adequate accuracy. It also demonstrates that the model has good predictive capability for the analyzed variables, allowing researchers and stakeholders to have greater confidence that the findings obtained from the model analysis are valid and reliable. However, it remains essential to conduct further evaluation and analysis of the model to ensure that all relevant variables have been included and to check for potential multicollinearity and significant relationships among the variables.

**e. SRMR Test**

According to Hair (2021), the recommended value for SRMR should be less than 0.08, while Karin Schermelleh (Yamin, 2022) argues that an SRMR value between 0.08 and 0.10 is still considered acceptable.

**Table 13. SRMR Test Results**

	Saturated Model	Estimated Model
<b>SRMR</b>	<b>0.076</b>	<b>0.076</b>

Source: Processed by researchers (2024)

SRMR (Standardized Root Mean Square Residual) is a measure of the standard average error between the expected covariance matrix (produced by the model) and the observed covariance matrix (empirical data). A lower SRMR value indicates that the model has a good fit with the data ( $0.076 < 0.08$ ). In this case, the value of 0.076 indicates that the tested model can explain the data well. In general practice, an SRMR value of less than 0.08 is often considered an indicator of a good model. Therefore, a value of 0.076 indicates that the model is within acceptable limits and aligns with the expectations of the research interpretation. Thus, it can be concluded that an SRMR value of 0.076 (where  $0.076 < 0.08$ ) indicates that the tested

model has a good fit with the observed data, suggesting that the model is valid in explaining the relationships among the variables studied.

## **Discussion**

### **1. The Influence Of Leadership Style On Motivation**

This study found that Leadership Style does not have a significant impact on Motivation, with a t-statistic value of 0.48 (less than 1.96) and a p-value of 0.632 (greater than 0.050). The influence of Leadership Style is reflected in supporting components such as communication, support and coaching, decision-making, motivation and inspiration, and goal setting. Similarly, changes in the Motivation variable can be observed through components such as interest and job satisfaction, responsibility, creativity, recognition and rewards, as well as benefits and compensation. These findings do not support the previous research conducted by Caillier (2020); Fonseca et al.(2020); Hilton et al.(2021); Li et al.(2023); Ouakouak et al.(2020); Richards (2020).

### **2. The Influence of Work Environment on Motivation**

The research findings indicate that the Work Environment has a significant effect on Motivation, with a t-statistic value of 4.326 (greater than 1.96) and a p-value of 0.000 (less than 0.050). This influence is related to indicators of the Work Environment, such as physical conditions, safety, social interaction, culture and atmosphere, as well as work-life balance. On the other hand, motivation is measured through indicators such as interest and job satisfaction, responsibility, creativity, recognition and rewards, as well as benefits and compensation. These findings confirm previous research conducted by Davidescu et al. (2020); Kohonen et al(2023); Noorizan et al.(2016); Obrenovic et al.(2020); Raja et al. (2020); Sugiarti (2021); Sutarto et al.(2021); Yusuf Iis et al. (2022).

### **3. The Influence of Leadership Style on Employee Performance**

The results of this study indicate that Leadership Style has a significant effect on Employee Performance, with a t-statistic of 2.18 (greater than 1.96) and a p-value of 0.03 (less than 0.050). This influence is closely related to how each indicator interacts positively with one another. For instance, the Leadership Style variable is supported by elements such as Communication, Support and Coaching, Decision-Making, Motivation and Inspiration, and Goal Setting. Similarly, the Employee Performance variable is supported by components such as Productivity, Quality of Work, Customer Satisfaction, Timeliness, and Teamwork Ability. These findings align with the research conducted by Adetola et al.(2021); Bangwal et al.(2017); Dittes and Smolnik (2019); Jayaweera (2015); Kjaer et al. (2018); Lamb and Kwok (2016); Ogiemwonyi et al.(2023); Rasool et al.(2021); Review (2019).

### **4. The Influence of Work Environment on Employee Performance**

There is no significant effect (t-statistic of 1.253 > 1.96 and p-value of 0.211 > 0.050) of Work Environment (X2) on Employee Performance (Y). This influence is related to factors such as Physical Conditions, Safety, Social Interaction, Culture and Atmosphere, and Work-Life Balance within the Work Environment variable. These factors also impact the positive or negative aspects of Employee Performance, which include Productivity, Quality of Work, Customer Satisfaction, Timeliness, and Teamwork Ability. These findings are not aligned with previous research conducted by Gullifor et al.(2023); Paais and Pattiruhu (2020); Pawirosumarto et al. (2017); Wiadnyana et al. (2019); Yusran, et.al., (2021).

### **5. The Influence of Motivation on Employee Performance**

The results of this study found that Motivation has a significant effect on Employee Performance (t-statistic 4.679 > 1.96, and p-value 0.000 < 0.050). This influence is closely



related to the strong relationship among the indicators of Motivation, such as Interest and Job Satisfaction, Responsibility, Creativity, Recognition and Rewards, and Benefits and Compensation, with the indicators of Employee Performance like Productivity, Quality of Work, Customer Satisfaction, Timeliness, and Teamwork Ability. These findings also confirm previous research, including studies by Garcia et al. (2021), Smith and Jones (2022), Nguyen et al. (2023), and Wang and Zhao (2022).

### **Implications for Companies**

Based on the findings of this study, here are several implications that can be drawn:

Given that Work Environment (X2) did not show a significant effect on Employee Performance (Y), management should consider evaluating and enhancing aspects of the work environment, such as physical conditions, safety, and social interaction. Since the Work Environment did not have a significant relationship with performance, it is important for organizations to focus on other factors that have proven to have a greater impact. Management can evaluate leadership styles, recognition systems, and rewards to enhance motivation and employee performance. This study also highlights the need for ongoing training and development for both employees and managers. Educating them on the importance of effective communication, teamwork, and how to create a positive work atmosphere can help minimize issues faced in the work environment. Organizations should conduct more comprehensive performance assessments that consider psychological and motivational factors, in addition to environmental ones. This may involve surveys on job satisfaction, feedback from employees regarding their experiences, and measurements of elements that influence performance.

**Further Research:** These findings suggest a need for further research that delves deeper into the relationships among the variables studied. Future research could focus on the long-term implications of work environment variables on performance and how these elements interact with each other. **Cultural Change within the Organization:** Strengthening an organizational culture that supports collaboration and communication among teams can enhance perceptions of the work environment. This may lead to employees feeling more engaged and valued, potentially resulting in improved productivity and overall performance.

In summary, the implications of this study emphasize the importance of evaluating and managing the work environment holistically to maximize employee performance within the organization.

### **CONCLUSION**

The findings indicate that Leadership Style has a significant positive impact on Employee Performance. Specifically, effective leadership behaviors enhance employee engagement and productivity, demonstrating the critical role that leaders play in driving performance within the organization. The study found that the Work Environment does not significantly impact Employee Performance. While factors such as physical conditions, safety, and social interaction are important, they did not demonstrate a strong correlation with performance outcomes in this particular research. Motivation was shown to have no significant mediating effect between Leadership Style and Employee Performance. This implies that simply enhancing motivation may not be sufficient to improve performance unless combined with effective leadership practices and a supportive work environment. The analysis revealed a high correlation between variables impacting Employee Performance, with the R-square value indicating that the significant predictors include Leadership Style and Work Environment. The strong influence of these factors suggests that organizations should focus on developing leadership skills and creating a supportive culture.

Organizations should prioritize enhancing leadership effectiveness and fostering a positive work culture while exploring additional factors that can improve productivity, engagement, and overall performance. Future research should explore other mediating factors and their

interactions with Leadership Style and Work Environment. Additional studies may provide deeper insights into the complex relationships among these variables and their combined effect on Employee Performance.

In conclusion, while leadership plays a crucial role in enhancing employee performance, the aspects of work environment and motivation require further examination to understand their true impact in a holistic manner.

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