

**THE EFFECT OF LEADERSHIP, MOTIVATION AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. TANJUNG SELATAN MAKMUR JAYA**

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**ABSTRACT**

This study aims to: (1) Test the leadership of a positive and significant effect on employees; (2) Testing motivation has a positive and significant effect on employees; (3) Testing the work environment has a positive and significant effect on employees; (4) Testing leadership, motivation and work environment has a positive and significant effect on employees. This type of quantitative research with direct survey method uses a questionnaire with a Likert scale measurement. Data analysis using multiple linear regression, hypothesis testing and determination coefficients were assisted with SPSS version 24. The results showed that: (1) Leadership had a positive and significant effect on employees at PT. Tanjung Selatan Makmur Jaya; (2) Motivation has a positive and significant effect on employees at PT. Tanjung Selatan Makmur Jaya; (3) The work environment has a positive and significant effect on employees at PT. Tanjung Selatan Makmur Jaya, thus the third hypothesis is accepted; (4) Leadership, motivation and work environment have a positive and significant effect on employees at PT. Tanjung Selatan Makmur Jaya is proven by the significance test result of  $0,000 < 0,05$  thus the fourth hypothesis is accepted..

**Keywords:** Leadership, Motivation; Work Environment; Employee Performance.

**INTRODUCTION**

The challenge of globalization at this time is a big problem faced by a company, if the company does not prepare qualified human resources who are able to adapt to these challenges, it will certainly have an impact on the sustainability of the company. Improving the quality of

human resources is a crucial factor that supports economic growth in various countries, especially Indonesia. The contribution of human resources to economic growth occurs through the ability to increase the productivity of the existing workforce. This economic growth is not only determined by capital investment, but also a

workforce that has the flexibility to acquire new skills to undertake new jobs, in line with changes in the economic structure and employment opportunities. With the rapid flow of change, the demand for quality work results, companies are expected to be able to prepare employees who have the abilities and skills needed in the 21st century such as technology and information, critical thinking, creative, problem solving, and social competence so that they can live and cooperate with others. The changes that are so fast make the company want it or not, have to keep up with these changes. Especially at this time, having entered the industrial era 4.0, almost all activities are carried out by digitizing and leaving conventional or classical methods. Therefore, in order to prepare for these challenges, companies really need employees who can make a positive contribution, so that they can be more advanced and develop and have high competitiveness. In order to make this happen, it is necessary for companies to try to improve their human resources, especially regarding improving employee performance so that they can be competitive so that the sustainability of the company continues to run well.

Likewise the case at PT. Tanjung Selatan Makmur Jaya which is engaged in the plywood industry, namely in the context of realizing the company's vision, mission and goals, it is hoped that every task and obligation entrusted to employees can be carried out as well as possible. However, in fact, there are still some employees who have not completed the work as expected by the leadership. This is

evident in accordance with field observations found, namely the first problem, some employees are still not responsible for the duties and responsibilities entrusted to them, as seen in many employees like to neglect their work. The second problem is that he still finds some employees late in arriving and leaving the office during working hours. The third problem, there are still some employees who are more concerned with personal matters outside of office matters, for example leaving work on the grounds of attending family events. The fourth problem, there are still employees who are disorganized in their work, such as negligent employees of company equipment after work. The fifth problem is that employee performance is still not in line with company expectations, for example employees have not been able to meet the target completion of deadlines, and it takes a long time to complete the job. This phenomenon is an indication of a decline in employee performance.

According to Sedarmayanti (2017), employee performance is the result of work given to a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the company concerned legally, does not violate applicable legal rules, and is in accordance with morals and ethics. So performance is a measure of the success of a company that needs attention so that it can be continuously evaluated. There are many factors that can affect the performance of these employees, including leadership. According to Edison, et al. (2017), leadership is an act that influences

others or their subordinates to be willing to work together to achieve certain goals. So leadership determines success or failure in achieving company goals in managing existing resources, especially employees. Many empirical studies have shown that leadership has an effect on employee performance, such as the results of research conducted by Moh Ainur Rahman and Arik Prasetya (2018), which concluded that leadership has an effect on employee performance.

As well as leadership factors that can affect employee performance, motivation also has an influence on employee performance. Motivation, according to Edison, et al. (2017), is a set of employee feelings about pleasant or unpleasant things about a job they face. Therefore, the motivation factor must be the concern of company leaders. This is because employees who have low motivation can result in a decrease in the employee's performance, and vice versa, if the employee's motivation is high, the employee's performance will increase. Many empirical studies have been conducted regarding the influence of motivation on employee performance, such as the results of research conducted by Rian Ronal (2014), Kiki Cahaya Setiawan (2015), and Chandra Andika Hadi Purnomo, M. Djudi and Yuniadi Mayowan (2017), which conclude motivation affects employee performance.

Furthermore, in addition to leadership and motivation factors that can affect employee performance, the work environment also has an influence on employee performance. According to Sunyoto (2015), the work environment is a very important

part to pay attention to when employees carry out their work activities. Meanwhile, Sedarmayanti (2017) defines the work environment as a place to do work where there are a number of groups in which there are several facilities in order to support the achievement of organizational or agency goals in accordance with the vision and mission of the organization or agency. So the work environment is a factor that is no less important in order to improve employee performance, a good work environment will make employees more comfortable when doing work, and vice versa, a bad work environment will make employees uncomfortable in doing their work, of course. impact on the employee's performance. Many empirical studies have proven that the work environment affects employee performance, such as the results of research conducted by, Deni Sulistiawan, Sukisno S. Riadi & Siti Maria (2017), and A. Aji Tri Budianto and Amelia Katini (2015), which conclude that the work environment affects employee performance.

This study aims to: (1) Test the positive and significant effect of leadership on employees at PT. South Tanjung Makmur Jaya; (2) Testing motivation has a positive and significant effect on employees at PT. South Tanjung Makmur Jaya; (3) Testing the work environment has a positive and significant effect on employees at PT. South Tanjung Makmur Jaya; (4) Testing leadership, motivation and work environment have a positive and significant effect on employees at PT. South Cape Makmur Jaya.

According to Edison, et al. (2017), leadership is an act that influences others or their subordinates to be willing to work together to achieve certain goals. So leadership determines success or failure in achieving company goals in managing existing resources, especially employees.

Edison, *et al*, (2017) stated that motivation is a set of employees' feelings about things that are fun or not about a job they are facing. Therefore, the motivation factor must be the concern of company leaders. This is because employees who have low motivation can result in a decrease in the employee's performance, and vice versa, if the employee's motivation is high, the employee's performance will increase.

Sedarmayanti (2017) defines the work environment as a place to do work where there are a number of groups in which there are several facilities in order to support the achievement of organizational or agency goals in accordance with the vision and mission of the organization or agency. So the work environment is an environment in which to carry out work activities. The condition of the work environment is said to be good if the employees can carry out their work optimally and comfortably without any disturbance. The suitability of the working environment conditions needs attention because it results in a long period of time, if the conditions of the work environment are not good enough, it makes employees less comfortable in carrying out their work which results in decreased performance.

Marwansyah (2016), provides

that performance is the achievement or achievement of an employee with respect to the tasks assigned to him. Based on this definition, it can be concluded that employee performance is the result of work both in quantity and quality that is produced by employees through the completion of assigned work tasks in accordance with their respective authorities and responsibilities.

## METHOD

This research was conducted at PT. South Cape Makmur Jaya. There are 30 samples taken using saturated samples, namely the total population sampled. The type of quantitative research with the direct survey method using a questionnaire with a Likert scale measurement. The scale criteria are referred to in the following table below:

Furthermore, data analysis used multiple linear regression, hypothesis testing and coefficient of determination assisted by the IBM Version 24 Statistical Product and Service Solutions (SPSS) tool. Before testing the validity and reliability as well as the classical assumption test.

## RESULTS AND DISCUSSION

According to Sugiyono (2017), the validity test is used to obtain a degree of accuracy and accuracy between the data on the object of research and data collection by researchers in order to find the validity of a question item by correlating the item score with the total of these items. If the coefficient between items and total items is equal to or above 0.3 then the item is declared valid, but if the correlation

value is below 0.3 then the item is declared invalid.

### **1. Leadership Validity Test Results**

The results of the validity test to measure the leadership variable (X1) show that all the indicators used to measure the leadership variable (X1) have a Corrected Item-Total Correlation greater than 0.3 so that all the question items above are valid and can be used as a measuring tool.

### **2. Results of Motivation Validity Test**

The results of the validity test to measure the motivation variable (X2) show that all the indicators used to measure the motivation variable (X2) have a Corrected Item-Total Correlation greater than 0.3 so that all the question items mentioned above are valid and can be used as a measuring tool.

### **3. Work Environment Validity Test Results**

The results of the validity test to measure the variable that all the indicators used to measure the work environment variable (X3) have a Corrected Item-Total Correlation that is greater than 0.3 so that all the question items mentioned above are valid and can be used as a measuring tool.

### **4. Employee Performance Validity Test Results**

The results of the validity test for measuring employee performance variables (Y1) show that all indicators used to measure employee performance variables (Y1) have a Corrected Item-Total

Correlation that is greater than 0.3 so that all the question items above are valid and can be used as a tool measuring.

The results of the leadership reliability test (X1) can be seen from the leadership reliability test, showing that the Cronbach's Alpha values are all greater than 0.60 so that it can be said that the measurement of leadership variables based on the research questionnaire is reliable or reliable.

The results of the motivation reliability test (X2) show that motivation shows that the Cronbach's Alpha values are all greater than 0.60 so that it can be said that the measurement of motivation variables based on the research questionnaire is reliable or reliable.

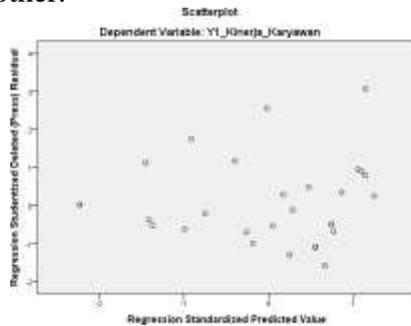
The results of the work environment reliability test (X3) can be seen that the work environment mentioned above, shows that the Cronbach's Alpha values are all greater than 0.60 so that it can be said that the measurement of work environment variables based on the research questionnaire is reliable or reliable.

The results of the employee performance reliability test (Y1) can be seen that the employee performance reliability test above shows that the Cronbach's Alpha values are all greater than 0.60 so that it can be said that the measurement of employee performance variables based on the research questionnaire is reliable or reliable.

Based on the results of calculations carried out using the SPSS IBM Version 24 program, it can be seen whether or not there is multicollinearity between the

independent variables by looking at the Variance Inflation Factor (VIF) value. Factor (VIF) less than 10 which means no symptoms of multicollinearity.

asticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another.



**Figure 2. Heteroscedacity test**

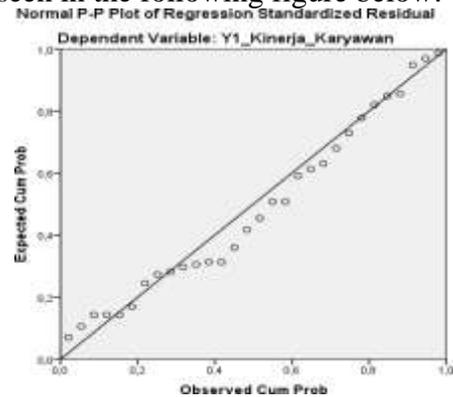
Source: Primary Data Processed, 2020

If there is no clear pattern, and the dots spread above and below the zero on the Y axis, heteroscedasticity will not occur (Ghozali, 2013). The heteroscedasticity test results can be seen in the following figure above.

Based on the figure above, it is known that there is no clear pattern, and the points spread above and below the zero on the Y axis, so there is no heteroscedasticity, so that a good and ideal regression model can be fulfilled.

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. As it is known that the t and f tests assume that the residual value follows a normal distribution. One of the easiest ways to view residual normality is to look at a histogram graph that compares the observed data with a distribution that detects a normal

distribution. If the distribution of residual data is normal, then the line describing the real data will follow the diagonal line (Ghozali, 2013). The results of the normality test can be seen in the following figure below:



**Figure 3. Normality Test**

Source: Primary Data Processed, 2020

Based on the figure above, it can be seen that the residual data distribution is normal, then the line describing the actual data will follow the diagonal line, so it can be said that the regression model fulfills the assumption of normality.

The results of calculations using SPSS IBM Version 24 obtained multiple linear regression results of the unstandardized coefficient (B) resulting from the regression analysis obtained by the regression equation as follows:  $Y = 1,220 + 0.106 (X1) + 0.337 (X2) + 0.538 (X3)$

Based on this equation, it can be explained as follows:

1. The constant value is 1,220 which states that in the absence of independent variables, namely the variables of leadership, motivation and work environment, the value of the dependent variable is the performance of employees at PT. Tanjung Selatan Makmur Jaya,

- amounting to 1,220.
2. The regression coefficient value of the leadership variable (X1) is 0.106 which states that if the value of the leadership variable (X1) is increased by 0.190 units, it will cause a change in the value of employee performance at PT. Tanjung Selatan Makmur Jaya (Y1) of 0.106 with the assumption that the value of other variables is constant or zero.
  3. The regression coefficient value of the motivation variable (X2) is 0.337 which states that if the value of the motivation variable (X2) is increased by 0.337 units, it will cause a change in the value of employee performance at PT. Tanjung Selatan Makmur Jaya (Y1) of 0.337 with the assumption that the value of other variables is constant or zero.
  4. The regression coefficient value of the work environment variable (X3) is 0.538 which states that if the value of the work environment variable (X2) is increased by 0.538 units, it will cause a change in the value of employee performance at PT. Tanjung Selatan Makmur Jaya (Y1) of 0.337 with the assumption that the value of other variables is constant or zero.

The t test is used to test the partial effect of each variable. The basis for decision making is as follows: (1) If the Sig. <0.05, the independent variable has a significant

effect on the dependent variable; (2) If the Sig. > 0.05, the independent variable does not have a significant effect on the dependent variable. As for the results of the t test (partial), it can be seen that the leadership variable (X1) has a significance result of 0.019 <0.05, thus the first hypothesis (H1) is accepted, namely that the work environment has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. The results of testing the motivation variable (X2) have a significance result of 0.000 <0.05, thus the second hypothesis (H2) is accepted, namely motivation has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. Furthermore, the results of testing the work environment variable (X3) have a significance result of 0.000 <0.05, thus the third hypothesis (H3) is accepted, namely the work environment has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya.

The F test is used to test the joint effect of the variables. As for knowing whether the variables of leadership, motivation and work environment affect the performance of employees at PT. Tanjung Selatan Makmur Jaya can be seen that the variables of leadership, motivation and work environment have a significance result of 0.000 <0.05, thus the fourth hypothesis (H4) is accepted, namely that leadership, motivation and work environment simultaneously have a significant effect on employee performance at PT. South Cape Makmur Jaya.

The coefficient of determination, aims to determine the proportion or percentage of the total variation in the dependent variable explained by the independent variable. The coefficient of determination can be seen that the Adjusted R-Square of 0.927 shows that the proportion of influence of leadership, motivation and work environment variables has a proportion of influence on employee performance at PT. Tanjung Selatan Makmur Jaya amounted to 92.7%, while the remaining 7.3% was influenced by other variables not included in this study.

#### **The Influence of Leadership on Employee Performance**

The leadership variable regression coefficient is 0.106 which indicates a positive or unidirectional relationship with the performance of employees at PT. South Cape Makmur Jaya. This means that if the leadership value increases 0.106, the employee performance at PT. Tanjung Selatan Makmur Jaya will also increase by 0.106. While the leadership variable has a significance result of 0.019 <0.05. Thus, it can be concluded that leadership has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. The results of the research above, support the results of research conducted by Moh Ainur Rahman and Arik Prasetya (2018), which concluded that leadership has an effect on employee performance. The results of the study also reinforce the theory of Edison, et al. (2017), that leadership is an act that influences other people or their subordinates to be

willing to work together to achieve certain goals. So leadership determines success or failure in achieving company goals in managing existing resources, especially employees.

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

The regression coefficient of the motivation variable is 0.337 which indicates a positive or unidirectional relationship with the performance of employees at PT. South Cape Makmur Jaya. This means that if the motivation value increases by 0.337, the employee performance at PT. Tanjung Selatan Makmur Jaya will also increase by 0.337. While the motivation variable has a significance result of 0.000 <0.05. Thus, it can be concluded that motivation has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. The results of the above research support the results of research conducted by Rian Ronal (2014), Kiki Cahaya Setiawan (2015), and Chandra Andika Hadi Purnomo, M. Djudi and Yuniadi Mayowan (2017), which concluded that motivation has an effect on employee performance. The results of the study also reinforce the theory of Edison, et al. (2017), that motivation is a set of employee feelings about things that are fun or not about a job they are facing. Therefore, the motivation factor must be the concern of company leaders. Because, employees who have low motivation can result in a decrease in the employee's performance, and vice versa, if the employee's motivation is high, the employee's performance will increase.

### **The Effect of Work Environment on Employee Performance**

The regression coefficient for the work environment variable is 0.538 which indicates a positive or unidirectional relationship with the performance of employees at PT. South Cape Makmur Jaya. This means that if the value of the work environment increases by 0.538, the performance of employees at PT. Tanjung Selatan Makmur Jaya will also increase by 0.337. While the work environment variable has a significance result of  $0.000 < 0.05$ . Thus, it can be concluded that the work environment has a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. The results of the above research support the results of research conducted by Deni Sulistiawan, Sukisno S. Riadi & Siti Maria (2017), and A. Aji Tri Budianto and Amelia Katini (2015), which conclude that the work environment affects employee performance. The results of the study also strengthen the theory of Sedarmayanti (2017), defining the work environment as a place to do work where there are a number of groups in which there are several facilities in order to support the achievement of organizational or agency goals in accordance with the vision and mission of the organization or agency. So the work environment is an environment in which to carry out work activities. The condition of the work environment is said to be good if the employees can carry out their work optimally and comfortably without any disturbance. The suitability of the working environment conditions needs to be considered because it results in a

long period of time, if the conditions of the work environment are not good enough, it makes employees less comfortable in carrying out their work which results in decreased performance.

### **The Influence of Leadership, Motivation and Work Environment on Employee Performance**

The results showed that the variables of leadership, motivation and work environment had a positive and significant effect on employee performance at PT. South Cape Makmur Jaya. This is evidenced by the statistical results of the regression test that the leadership value is  $\beta = 0.106$ , the motivation value is  $\beta = 0.337$ , and the work environment value is  $\beta = 0.538$ . As well as the results of the F test, it can be seen that the variables of leadership, motivation and work environment have a significance result of  $0.000 < 0.05$ . Thus, it can be concluded that leadership, motivation and work environment have a positive and significant effect on the performance of employees of PT. South Cape Makmur Jaya. The proportion of the influence of the variables of leadership, motivation and work environment on the performance of the employees of PT. Tanjung Selatan Makmur Jaya amounted to 92.7%, while the remaining 7.3% was influenced by other variables not included in this study.

### **CONCLUSION**

Based on the results of the analysis and discussion, the conclusions that can be drawn are as follows:

1. Leadership has a positive and

- significant effect on the performance of the employees of PT. Tanjung Selatan Makmur Jaya is proven by the results of the significance test  $0.019 < 0.05$ , thus the first hypothesis (H1) is accepted.
2. Motivation has a positive and significant effect on the performance of the employees of PT. Tanjung Selatan Makmur Jaya is proven by the results of the significance test  $0.000 < 0.05$ , thus the second hypothesis (H2) is accepted.
  3. The work environment has a positive and significant effect on the performance of the employees of PT. Tanjung Selatan Makmur Jaya is proven by the results of the significance test  $0.000 < 0.05$ , thus the third hypothesis (H3) is accepted.
  4. Leadership, motivation and work environment have a positive and significant effect on employee performance at PT. Tanjung Selatan Makmur Jaya is proven by the results of the significance test  $0.000 < 0.05$ , thus the fourth hypothesis (H4) is accepted.

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