The Influence of Leadership and Work Environment on Employee Performance Through work motivation at the Regional Disaster Management Agency of West Sulawesi Province

Jufri, Gunawan Bata Ilyas, Hendra Gunawan
Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia
jufribpbd@gmail.com, gunawan@stieamkop.ac.id, hendramanajemen@gmail.com

Darmawati Manda
Universitas Bosowa Makassar, Indonesia
darmawati.manda@universitasbosowa.ac.id

Misnawati
Sekolah Tinggi Ilmu Hukum Pengayoman, Makassar, Indonesia
misnawati_amir@yahoo.com

M Chairul Basrun Umanailo
Universitas Iqra Buru
chairulbasrun@gmail.com

Agung Edi Rustanto
Administration Studies Program, Politeknik LP3I Jakarta
agungedirustanto75@gmail.com

Abstract

This study aims to measure funds to analyze the factors that determine the Regional Disaster Management Agency of West Sulawesi Province's performance. The variables used are leadership, work environment, and work motivation. The number of samples used was 119 respondents using a data collection method in the form of a questionnaire. The analysis technique used is path analysis. The results of the study show that (1) leadership and work environment have an influence on employee motivation at the Regional Disaster Management Agency of West Sulawesi Province; (2) leadership and work environment affect the performance of the Regional Disaster Management Agency of West Sulawesi Province (3) leadership and work environment affect performance through employee work motivation at the Regional Disaster Management Agency of West Sulawesi Province (4) employee work motivation affects performance at Regional Disaster Management Agency of West Sulawesi Province. Besides, leadership and work environment show a better indirect effect on employee performance than the direct impact.

Keywords:
Leadership, Work Environment, Motivation, Performance

1. Introduction

HR (human resources) is a vital asset in an organization. Employees can have abilities if appropriately managed, but it will become a burden if not handled properly. The quality of human resources will be a strength for management and support an organization's performance to achieve reasonable goals, according to Risambessy et al. (2012).

To achieve reasonable organizational goals, good organizational performance is needed (James, 2012). Organizational performance is closely related to how successful an organized group with a specific purpose performs a function. It says organizational performance if all parts of an organization work together to achieve good organizational performance results.

Employee performance significantly affects organizational performance (Aurelia, 2013). Employee performance is the answer to the success or failure of the organizational goals. That has been set in the organization. An employee's performance is an individual matter because each employee has a different ability to do their job. Employee performance can be improved by providing a good role model, motivating, and always paying attention to employees.

The success or failure of an organization in achieving the goals and objectives set to realize the organization's vision and mission are greatly influenced by the performance of its employees. Especially the performance of a leader; these human resources will have good quality and performance if they are well led and managed and supported by a working environment. In achieving organizational goals, of course, employees are always expected to maximize the performance they have. Employee performance is an essential thing for the organization to pay attention to because it can affect its achievement of goals and progress. Performance is carrying out an activity and perfecting it according to its responsibilities with results as expected. Good performance can be seen from the results obtained by organizational standards.

This study will show the influence of leadership, work environment, and work motivation on employee performance. In this connection, the researcher will measure and test how much power the leadership, work environment, and encouragement have on account, either directly or indirectly. Researchers suspect that leadership and a good work environment can increase employees' work motivation to improve employee performance.

2. Literature Review

A leader is a person who can lead, meaning that he can influence the behavior of others. Meanwhile, leadership is the whole activity to affect people to be willing to work together to achieve a goal that has been set together. Leadership influences employee motivation. Gary Yukl (2010) states that leadership is a leader's ability to influence, motivate, and enable others to contribute to its effectiveness and success. Furthermore, Mintzberg in Siswanto and Miftah Thoha (2012) says three leadership roles are carried out by each leader, namely Interpersonal role (interpersonal relationships), Informational role (related to information), and Decisional role (decision making). This concept is in line with research conducted by Abdul, et al. (2012), Virgana & Suprijadi (2016), Olutade and Olakunle (2015), Risambessy et al (2012), Susanto and Aisyah (2010), and Syahrudin et. al (2016). Based on the concepts built and supported by the findings above, the researcher makes the following hypothesis.

The work environment strongly influences the level of employee work motivation. A work environment that is conducive, safe, and comfortable will create a sense of comfort and at home in the workplace so that motivation to complete work will increase (Khoiri, 2013; Nuraini et al., 2019; Umanailo, 2020, 2019). The work environment is everything around the employee at work, both physical and non-physical, affecting him in carrying out his daily activities or duties and work. Work environment and motivation are two things that cannot be separated in an organization, whether it is a government or non-government organization. According to Ahyari (in Soentoro, 2013), the work environment is related to everything around the work and can affect employees in carrying out their duties. The concept above is in line with research according to Ng Kim-Soon et al. (2014), Kusworo et al. (2015), Kusworo et al. (2015), Gunawan (2015), Marwanto and Riyadi (2014), and Sahilmi et al. (2014). Based on the concept built from the results of previous research, the following hypothesis is obtained.

Leadership influences performance. According to Dessler (in Suparno, 2014), there are five factors in performance appraisal: work performance, job quantity, leadership, discipline, and communication. Leadership is one of the factors that can show the version produced by employees. Research on leadership also shows that the better the supervision of a leader will increase the ability to complete work with the number and quality of standards set by the office to improve performance (Abbas and Yaqoob 2009, Syahruddin et al. 2016, Imam 2012, Alwi and Sudarman 2010, and Wahyudi and Suryono 2006). Based on the concept built from previous research results, the hypothesis can be made as follows.

According to Herzberg, factors that play a role in employee performance are intrinsic and extrinsic (In Suparno 2015). The more profound level of the environment in which employees work is a determinant of employee performance. The work environment involves all aspects that act and react to the body and mind of employees. Under organizational psychology, the physical, mental, and social environments in which employees work and work must be analyzed to enhance performance. Its main aim is to produce an environment that ensures ease of creation and eliminates all causes of frustration, worry, and anxiety. If the work environment is pleasant, boredom, monotony, and fatigue are minimized, and performance is maximized. Research on the work environment also shows that the better the work environment will increase the enthusiasm or passion for work so that it will improve the performance of Imran et al. (2012), Ollukkaran and Gunaseelan (2012), Herlambang, et al. (2014). Based on the concept built from the results of previous research, the following hypothesis can be made.

Motivation is how to direct subordinates' power and potential so that they are willing to work together productively to achieve and achieve predetermined goals. The reason is important because motivation is what causes, channels, and supports human behavior so that they are willing to work more actively and enthusiastically to achieve optimal results. The basis is increasingly essential because managers divide work among their subordinates to be done correctly and with integrity towards the organization's goals. Organizations expect employees to be capable, capable, and skilled, but more importantly, they want to work harder and have the desire to achieve maximum performance (Hasibuan, 2012; Mu'adi et al., 2020; Nawawi et al., 2020). Research on motivation also shows that better work motivation will improve the performance of Syahruddin et al. (2016), Susanto and Aisyah (2010), Thushel (2015), Herlambang et al. (2014) and Kusworo, et al. (2015). Based on the concept built from the results of previous research, the following hypothesis can be made.

3. Methods

3.1. Research Design

This study uses a quantitative approach with path analysis (Ghozali, 2013). This research was conducted with the research subjects being BPBD employees of West Sulawesi Province. The data collection technique was carried out by distributing questionnaires. The sample was taken using the area sampling technique (Sugiyono, 2016) to collect respondents' information. All members of the population have been clustered, with a total sampling of 119 people. Path analysis tools have advantages, among others; able to test the overall model and individual parameters and model several mediator/intermediate variables. Be able to estimate using equations that can see all possible causal relationships on all variables in the model and decompose correlations into causal relationships such as direct effects and indirect influence. Each incoming questionnaire is assigned a respondent number if all statements in the questionnaire are filled out. Thus, only fully completed questionnaires will be included in the data analysis.

3.2. Variable measurement

The variables in this study were measured using a scale range of 1-5. The number 1 (one) indicates the sting of disagree, and a scale of 5 (five) indicates strongly agree with the statement in the questionnaire. The words in the questionnaire are built from some of the concepts and results of previous research. Motivation referred to in this research is when the need encourages a person to carry out a series of activities that lead to achieving specific goals and organizational goals and fulfilling several requirements. The motivational indicators used to refer to (Herzberg 2015), which are intrinsic and extrinsic, including work performance (Achievement), self-development (Advancement), work itself (Work itself), recognition (Recognition), organizational policy (Company policy). Relationships with colleagues (Relationship with peers), work security (Work security), relationships with superiors (Relationship with supervisors), and salaries.

Leadership indicators (Mintzberg, 2012), namely Interpersonal roles, Informational roles, and Decisional roles, include As; Organization Symbol (Figurehead), Leader (Leader), Liaison, Monitor, Disseminator, Spokesperson, Entrepreneur, Disturbance Handler, Resource Allocator), and as a Negotiator (Negotiator). While the work environment variables use indicators (Jain and Kaur, 2014), covering physical, psychological, and social working conditions, which include ventilation and temperature, noise, lighting, facilities, cleanliness, security, monotony, attitudes and behavior of coworkers, the required space for movement., fatigue and boredom. Simultaneously, performance is measured according to Mathis and Jackson (2012) with the following dimensions: 1. Quantity (Amount of work produced, set job targets, and work according to procedures) 2. Quality (Accuracy in work, work discipline, adherence to performing procedures, dedication in position, and follow the rules) 3. Punctuality (Work consistently,

reliably in providing services, and work correctly and accurately) 4. Attendance (Come to the office on time, never leave work during working hours) and 5 Ability to work (working with everyone).

4. Results and discussion
4.1. Direct Influence
This study uses path analysis where the analysis of this path produces two conceptual models: to analyze how leadership and work environment influence motivation directly with the path coefficient test to explain the first and second hypotheses. This magnitude of the influence of variables X1 (leadership) and X2 (work environment) on Y1 (motivation) can be seen in Table 1 below:

Table 1. First Model Path

Model Summary					
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	
1	.848[a]	.719	.714	3.593	
a. Predictors: (Constant), Work Environment (X2), Leadership (X1)					
Coefficients					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig
1	(Constant)	14.844	2.100		7.068	.000
	Leadership (X1)	.292	.039	.455	7.520	.000
	Work Environment (X2)	.417	.051	.498	8.219	.000

Dependent Variable: Work Motivation (Y1)

Referring to the output of the model I path above, it is known that the significance value of the variables X1 = 0.000 and X2 = 0.000 is smaller than 0.05. This result concludes Model I path, i.e., the X1 and X2 variables, significantly affects Y1. The magnitude of the Value R^2 or R Square = 0.719. indicates that the contribution or contribution of X1 and X2 influence to Y1 is 0.719 or 71,9%. In comparison, the rest (100% - 71,9%), i.e., 28,1%, is the contribution of other variables not included in this study or, in other words, that the value of e1 is 0.281. The general form of the equation path I is as follows: $Y = x_o + x + x - x_2 + e$ So that the results of the analysis path for the first model can be arranged into equations: $Y = 0 + 0.455x + 0.498x_2 + 0.281$

Based on the Table that can be interpreted, the equation model path as follows: A constant value of 0 indicates that if the free variables of Leadership (X1) and Work Environment (X2) are equal to zero, then the work motivation bound variable (Y1) will not change. This means that without Leadership and Work Environment predicted Work Motivation would not increase; The results of the analysis of the influence of Leadership (X1) on Work Motivation (Y1) obtained an equation namely: $Y = 0 + 0.455x + 0.498x_2 + 0.281$. The equation can be interpreted that if the Leadership (X1) rises by 1 point or one score, it will be followed by an increase in Work Motivation (Y1) by 0.455 points. The influence of leadership on work motivation is positive and significant; this is evidenced by the value of the coefficient result, which is 0.455 with a significance level of 0.000 < 0.05. This means that qualified leadership in the organization will also be followed by increased work motivation assuming that other factors that affect the magnitude of work motivation are considered constant. The better the leadership, it will also be followed by improvements in work motivation that are getting higher. The coefficient value can also be interpreted. There is an increase of 0.455 from the cause of each one-unit gain of the leadership variable; The results of the analysis of the influence of X2 (Work Environment) on Y1 (Work Motivation) obtained an equation namely: $Y = 0 + 0.455x + 0.498x_2 + 0.281$. The equation can be interpreted that if X2 (Work Environment) rises by 1 point or one score, it will also be followed by an increase in Work Motivation (Y1) by 0.498 points. The Work Environment's effect on work motivation is positive and significant; It is indicated by the coefficient result value of 0.498 with a significance level of 0.000 < 0.05. This means that a good work environment within the organization will also be followed by increased work motivation assuming that other factors that affect the magnitude of work motivation are considered constant. That is, the better the work environment, the improvements will follow in work motivation. The coefficient value can also be interpreted, an increase of 0.498 from the cause of each one-unit increase of the working environment variable.

The second model analyzes the influence of leadership and work environment on motivation directly by testing the coefficient of pathways to explain the third, fourth, and fifth hypotheses. The magnitude of the influence of variables X1 (leadership) and X2 (work environment) and Y1 (motivation) on Y2 (performance) can be seen in Table 2 below:

Table 2. Second Model Path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.832[a]	.692	.684	5.232
a. Predictors: (Constant), Work Motivation (Y1), Leadership (X1), Work Environment (X2)				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig
1	(Constant)	16.413	3.657		4.488	.000
	Leadership (X1)	.280	.069	.316	4.065	.000
	Work Environment (X2)	.230	.093	.198	2.469	.015
	Work Motivation (Y1)	.563	.135	.407	4.164	.000
a. Dependent Variable: Performance (Y2)						

Based on the output result of the model II equation path in table 2 in the *table coefficients* above, the significance values of the three variables are X1 = 0.000 and X2 = 0.015 Y1 = 0.000 smaller than 0.05. This result concludes that the Model II equation path, i.e., variables X1, X2, and Y1, significantly affects Y2. The amount of R-value 2 or R Square contained in the Model Summary table is 0.692. This indicates that the contribution or contribution of X1, X2, and Y1 influence to Y2 is 0.692 or 69.2%. In comparison, the rest (100% - 69,2%), i.e., 30,8%, is the contribution of other variables that are not studied or, in other words, that the value of e2 is 0.308.

The general form of equation line II is as follows: $Y_2 = \beta_o + \beta x + \beta- x- + \beta Y + e_2$ So that the results of the path analysis for the second model can be arranged into equations: $Y_2 = 0 + 0.316x + 0.198x_2 + 0.407Y + 0.308$.

Based on Table 2 can be interpreted the equation model path as follows: A constant value of 0 indicates that if the free variable Leadership (X1), Work Environment (X2), and mediation variable Work Motivation (Y 1) are equal to zero. Then the Performance bound variable (Y2) will not change. It means that without Leadership, Work Environment, and Work Motivation predicted performance would not increase; The results of the analysis of the influence of Leadership (X1) on Performance (Y2) obtained an equation namely: $Y_2 = 0 + 0.316x + 0.198x_2 + 0.407Y + 0.308$. The equation can be interpreted that if the Leadership (X1) rises by 1 point or one score, it will also be followed by a performance increase (Y2) of 0.316 points. The influence of Leadership on Performance is positive and significant; It is indicated by the coefficient result value of 0.316 with a significance level of 0.000 < 0.05. This means that good leadership within the organization will also be followed by improved performance if other factors that affect the magnitude of performance are considered constant. That is, the better the leadership, improvements will follow it in performance. The coefficient value can also be interpreted, an increase of 0.316 from each one-unit increase of the leadership variable; The results of the analysis of the influence of the Working Environment (X2) on Performance (Y2) obtained an equation namely: $Y_2 = 0 + 0.316x + 0.198x_2 + 0.407Y + 0.308$. The equation can be interpreted that if the Working Environment (X2) rises by 1 point or one score, it will be followed by a performance increase (Y2) of 0.198 points. The Work Environment on Performance effect is positive and significant; It is indicated by the coefficient result value of 0.198 with a significance level of 0.000 < 0.05. This means that a good working environment within the organization will also be followed by improved performance if other factors that affect the performance's magnitude are considered constant. That is, the better the work environment; performance improvements will follow it. The coefficient value can also be interpreted, an increase of 0.198 from the performance of each one-unit growth of the Work Environment variable.

The results of the analysis of the influence of Work Motivation (Y 1), on Performance (Y2) obtained an equation namely: $Y_2 = 0 + 0.316x + 0.198x_2 + 0.407Y + 0.308$. The equation can be interpreted that if the Work Motivation (Y1) rises by 1 point or one score, it will be followed by a performance increase (Y2)of 0.407 points. The influence of Motivation on Performance is positive and significant. This is evidenced by the value of the coefficient result, which is 0.407 with a significance level of $0.000 < 0.05$. This means that good work motivation in the organization will also be followed by improved performance if other factors that affect the magnitude of performance are considered constant. That is, the better the motivation; performance improvements will follow it. The coefficient value can also be interpreted, an increase of 0.407 from the performance of each one-unit increase of the Work

5. Conclusions

The research results and discussion in the previous meeting related to leadership and work environment on performance through employee work motivation can be concluded as follows. First, leadership affects work motivation. This means that an increase will also follow good leadership in the organization in work motivation if other factors that affect work motivation are considered constant. This means that the better the administration, the higher work motivation will also be followed. Second, the work environment affects work motivation. This shows that an increase will also follow a good work environment in the organization in work motivation if other factors that affect work motivation are considered constant. This means that the better the work environment, the better work motivation will be. Third, leadership affects performance; this means that an increase will also follow good leadership in the organization in concert if other factors that affect the performance's size are considered constant. That is, the better the administration; it will be followed by improved performance. Fourth, the work environment affects performance; this indicates that an increase will also follow a good work environment in the organization in concert if other factors that affect the performance's size are considered constant. This means that the better the work environment, the better understanding will be followed. Fifth, motivation affects performance; this indicates that an increase will also follow good work motivation in the organization in concert if other factors that affect the commission's size are considered constant. That is, the better the motivation, the better the account will be. Sixth, leadership affects performance through work motivation. This means that good leadership in the organization will be followed by increased work motivation and an increase in a good performance. Seventh, the work environment affects performance through work motivation. This means that a good work environment in the organization will be followed by increased work motivation and improved performance. To improve employee performance, good leadership is needed by providing employee motivation through providing security guarantees. Especially field employees and rewards or rewards in kind, both in the form of incentives and other forms of employee performance, create a conducive work environment both physically, psychologically, and socially.

References

Abbas dan Yaqoob. 2009. *Effect of leadership development on employee performance in pakistan.* Pakistan Economic and Social Review.

Abdul, dkk. 2012. *The impact of transformational and transactional leadership styles on the motivation of employees in pakistan*. Pakistan Economic and Social Review.

Alwi dan Sudarman. 2010. *Pengaruh Kepemimpinan, Motivasi dan Lingkungan Kerja terhadap Kinerja pegawai Kecamatan Laweyan Kota Surakarta*. Jurnal Manajemen Sumber Daya Manusia

Ana dan Setyadi. 2015. *The Effect of Competence and Motivation and Cultural Organization towards Organizational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia*. European Journal of Business and Management.

Aurelia. 2013. *Kepemimpinan, Motivasi dan Lingkungan Kerja Pengaruhnya terhadap Kinerja Karyawan pada Kanwil Ditjen Kekayaan Negara Suluttenggo dan Maluku Utara di Manado*. Jurnal EMBA.

Ayu dan Agus. 2008. *Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan*. Jurnal manajemen dan kewirausahaan.

Doni. 2012. *Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Aqua Tirta Investama*. Management Analysis Journal

Eko Widodo, Suparno, 2015, Manajemen Pengembangan Sumber Daya Manusia. Pustaka Pelajar

Gunawan dkk. 2015. *Pengaruh Lingkungan Kerja dan Disiplin terhadap Motivasi Kerja Pegawai dan Implikasinya terhadap Kinerja sekretariat Kecamatan dalam Kabupaten Simeulue*. Jurnal Manajemen Pascasarjana Universitas Syiah Kuala.

Hasibuan, Melayu SP. 2012. *Manajemen Sumber Daya Manusia.* Jakarta; PT Bumi Aksara.

Herlambang dkk. 2014. *Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan.* Jurnal Administrasi Bisnis.

Imam. 2012. *Pengaruh Kepemimpinan dan Motivasi terhadap Kinerja Karyawan*. Management Analysis Journal.

Imran, dkk. 2011. *A study of work environment and employees' performance in Pakistan*. African Journal of Business Management.

Mu'adi, S., Maksum, A., Hakim, M. L., & Umanailo, M. C. B. (2020). Transfer of function agricultural land. Proceedings of the International Conference on Industrial Engineering and Operations Management, 0(March), 2568–2574.

Nawawi, M., Ali, A., Irawan, B., Ahmad, B., Mukramin, S., Marsuki, N. R., Umanailo, M. C. B., & Kaya, I. R. G. (2020). The village kalesang program as a poverty alleviation community. International Journal of Scientific and Technology Research, 9(3), 3103–3107.

Nuraini, N., Riadi, A., Umanailo, M. C. B., Rusdi, M., Badu, T. K., Suryani, S., Irsan, I., Ismail, I., Pulhehe, S., & Hentihu, V. R. (2019). Political Policy for the development of Education. International Journal of Scientific & Technology Research, 8(10).

Ollukkaran dan Gunaseelan. 2012. *A study on the impact of work environment on employee performance*. Namex International Journal of Management Research.

Poltak Sinambela, Lijan. 2018. Manajemen Sumber Daya Manusia Membangun Tim Kerja yang Solid untuk meningkatkan kinerja; PT Bumi Aksara.

Sedaramayanti, 2017. Perencanaan dan Pengembangan Sumber Daya Manusia untuk meningkatkan kompetensi, kinerja, dan produktivitas kerja, PT Refika aditama.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan Kombinasi (Mixed Methods).* Bandung: Alfabeta.

Umanailo, M. C. B. (2019). Structure of Social Change in Industrial Society. Proceedings of the International Conference on Industrial Engineering and Operations Management Riyadh, 668–672.

Umanailo, M. C. B. (2020). The energy in the context of social. Proceedings of the International Conference on Industrial Engineering and Operations Management, 0(March), 2503–2508.

Biographies

Jufri is a student at Magister Program of Economic Science of STIE AMKOP, Indonesia. His areas of interest and research include social science and economic. He has published some articles in national journals.

Gunawan Bata Ilyas is a lecturer at Magister Program of Economic Science of STIE AMKOP, Indonesia. His areas of interest and research include social science, political science, sociology, legal studies, and public administration. He has published some books and many articles in national and international journals. He is a reviewer and editor in some local and international journals.

Hendra Gunawan is a lecturer at Economics Department of STIE AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource. He has published some books and many articles in national and international journals.

Darmawati Manda is a lecturer at Universitas Bosowa Makassar, Indonesia. Her areas of interest and research include economic, management, management human resource. She has published many articles in national and international journals.

Misnawati is a lecturer in the Department of Law at the Sekolah Tinggi Ilmu Hukum Pengayoman, Indonesia. She earned a master's degree through scholarship assistance from the Ministry of Youth and Sports of the Republic of Indonesia. In addition to being a lecturer, she is also a social worker who assists the poor in empowering themselves to get out of the poverty line. She has published a book about his profession as a social worker. Besides that, she has also published many international and national journals through collaboration with several other lecturers who focus on multidisciplinary science.

M Chairul Basrun Umanailo has worked as a Lecturer at Iqra Buru University since 2011 until now he is still active in the University's academic activities. has served as head of the Centre for Planning and Community Development Studies (PSP2M) since 2018. Completed his master's program at Sebelas Maret University in 2016, is currently still completing research on the conversion of agricultural land functions.

Agung Edi Rustanto is a lecturer at the Administration Studies Program, Polytechnic LP3I Jakarta. currently still active in the process of teaching and researching.