

The Effect of Leadership, Motivation, and Work Environment on Performance of Employees at Panai Central Camat Office

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Abstract

This study was conducted to determine the effect of Leadership (X1), Motivation (X2) and Work Environment on Work Performance (Y) at the Panai Tengah District Office. This research is a type of quantitative research. The population used in this study were all employees at the Panai Tengah District Office. The sample consists of 34 samples of respondents. Data were analyzed using multiple linear regression analysis techniques. The results of the study were obtained where (1) the Leadership Variable (X1) did not have a positive and significant/significant effect on work performance where the number of t count < t table was $1,943 > 2,042$. (2) Motivation variable (X2) has no positive and significant/significant effect on work performance where the number of t count < t table is $0,881 < 2,042$. (3) The Work Environment Variable (X3) does not have a positive and significant/significant effect on work performance where the number of t count < t table is $0,483 < 2,042$. (4) Leadership (X1), Motivation (X2), and Work Environment (X3) variables have a positive and significant/significant effect on work performance (Y) simultaneously where the number of F count > F table is $3,230 > 2,922$. The value of the R2 coefficient of 0.169 means that Leadership (X1), Motivation (X2), and Work Environment (X3) affect work performance by 16.9%, while 83.1% is influenced by others. F table is $3,230 > 2,922$. The value of the R2 coefficient of 0.169 means that Leadership (X1), Motivation (X2), and Work Environment (X3) affect work performance by 16.9%, while 83.1% is influenced by others.

Keywords: leadership, motivation, work environment, work performance.

1. Introduction

Good management in an organization is highly dependent on leadership in carrying out the functions of planning, organizing, coordinating, and controlling, including the sub-district office. The sub-district office has a leader called the camat. In this research, I researched about the Panai Tengah Sub-district Office led by a sub-district head of Amarnasby Lolotan, S.IP. Pak Amar has led the sub-district office well because the tasks of serving the community have been carried out properly.

The Camat needs to have and master managerial skills in order to be able to complete his duties properly. A sub-district head should have more adequate abilities, so that he can lead and improve the performance of the employees he leads. The success of the organization is highly dependent on human resources, in this case the sub-district head and all employees under him. In addition to the leadership's managerial ability, motivational factors can also affect the performance of their subordinates. Basically, agencies not only expect capable, capable, and skilled employees, but most importantly they are willing to work hard and are willing to achieve optimal work results.

The abilities, skills, and skills of employees are meaningless to the organization, if they do not want to work hard by using their abilities, skills, and skills. Therefore, motivation is important because with motivation it is hoped that every individual employee will work hard and be enthusiastic to achieve high performance. Basically, agencies not only expect capable, capable, and skilled employees, but most importantly they are willing to work hard and are willing to achieve optimal work results.

The abilities, skills, and skills of employees are meaningless to the organization, if they do not want to work hard by using their abilities, skills, and skills (Panjaitan, Maludin, 2017). Therefore, motivation is important because with

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motivation it is hoped that every individual employee will work hard and be enthusiastic to achieve high performance. Basically, agencies not only expect capable, capable, and skilled employees, but most importantly they are willing to work hard and are willing to achieve optimal work results. The abilities, skills, and skills of employees are meaningless for the organization, if they do not want to work hard by using the abilities, skills, and skills they have. Therefore, motivation is important because with motivation it is expected that every individual employee will work hard and be enthusiastic to achieve high performance skills, and abilities. Therefore, motivation is important because with motivation it is expected that every individual employee will work hard and be enthusiastic to achieve high performance skills, and abilities. Therefore, motivation is important because with motivation it is expected that every individual employee will work hard and be enthusiastic to achieve high performance.

The sub-district office as an organization requires personnel who have the ability and high motivation to realize organizational goals. Therefore, both sub-district heads and employees as components of sub-district personnel are expected to be able to show good performance in carrying out their work, so that they can optimally achieve the expected results of their duties. The Camat is the dominant factor because it functions as a manager and supervisor who is required to be able to provide motivation and direction to employees so that they can carry out their duties properly. Motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve a goal. Therefore, it is important for leaders to know what motivates employees or their subordinates.

Employee performance is not only influenced by leadership and motivation, it is also strongly influenced by the work environment (Lorna & Martini, 2019). A comfortable and conducive work environment makes employees happy to work and ultimately increases employee performance. The work environment greatly affects employee performance, because a conducive environment will cause employee performance to increase, not to mention the employees of the Panai Tengah sub-district. Therefore, in the provisions of Law Number 32 of 2004, especially those that regulate the position of sub-districts, it is explained that the change in sub-district status is also followed by a mechanism for granting some of the authority of the regional head to the Camat as a regional apparatus under the regent/mayor.

The goal is that all government affairs, especially those that are directly related to services to the community, are no longer concentrated in the hands of regional heads, so that government functions can be carried out more effectively and efficiently. Based on (A.A. Anwar Prabu Mangkunegara, 2011) with a study entitled *Analysis of the Effect of Leadership, Motivation, Work Discipline and Work Environment on Employee Performance Taman Botani Sukorambi (TBS) Jember* stated that leadership has a positive and significant effect on employee performance. Based on Sutrisno, (2019) with a research entitled *The Effect of Leadership, Motivation, Working Conditions and Work Discipline on Employee Performance at the Sorong City DPRD Secretariat Office* stated that leadership, motivation and working conditions as well as work discipline have a positive and significant impact on employee performance at the DPRD secretariat office push city.

Based on (Runtunuwu et al., 2015) with a research entitled *The Influence of Leadership, Motivation and Work Discipline on Employee Performance at the Regional Office of the Directorate General of State Assets of North Sulawesi*, stated that leadership, motivation and work discipline have a positive and significant effect on employee performance. The employees who work in the Panai Tengah sub-district office have the same motivation as in general. It can be seen from the performance of the employees of the Panai Tengah Subdistrict who are not superior but not bad either. Employees who are there can carry out their obligations well but are still not able to produce creative ideas that can advance the service. The working environment of the sub-district office is quite good. This can be seen from the adequate facilities in the form of the presence of PC computers, printers, LCDs, and adequate ventilation.

Based on the conditions of the Panai Tengah District Office and previous research, this study formulates the research problem formulation, namely how the influence of leadership on employee performance, how the influence of motivation on employee performance in Panai Tengah District, how the influence of the work environment on employees in Central Panai District, and how the influence of Leadership, Motivation, and the Environment on the performance of employees of the District of Panai Tengah simultaneously. The purpose of the study was to determine the effect of leadership on employee performance in Central Panai District, to determine the effect of motivation on employee performance in Central Panai District, to determine the effect of the work environment on employees of Central Panai District, to determine the effect of leadership, motivation.

2. Literature Review

2.1. Leadership

Leadership is the ability to influence a group towards the achievement of a set vision and goals. Leadership can be

formal or informal that arises outside the organizational structure. According to Dlamini & Chinje, (2019) leadership is a form of domination based on personal abilities that are able to encourage or invite others to do something based on acceptance by the group, and have special skills that are appropriate for special situations. By going through a pattern of good relationships to achieve the goals that have been determined, based on: (a) the function of leadership; (b) Planning function; (c) Forward looking function; (d) Loyalty development function; (e) Supervision function; (f) The function of making decisions; (g) Function to motivate. Leaders are people who have the authority to give assignments, have the ability to persuade or influence other people (subordinates) through good relationship patterns in order to achieve predetermined goals.

2.2. Motivation

Motivation is an impulse that causes a person to do an action to achieve a certain goal. The important thing is to support the behavior of a human being so that he is willing to work hard and be enthusiastic in achieving optimal things. Motivation as encouragement is an important factor in carrying out work optimally, so employee performance can be realized in accordance with organizational goals. Without motivation, an employee feels reluctant if he does not carry out a job well. According to (Ikhlah et al., 2020) that motivation is the stimulant of desire and the driving force of a person's willingness to work because each motive has a specific goal to be achieved.

This motivation plays a very important role in work, so a highly motivated person will try to carry out his duties with all his might, so that his work is successful according to his abilities and it is easier to achieve success. Indicators to measure work motivation according to (Ribeiro et al., 2021) are: (a) Encouragement to achieve goals, (b) Work spirit, (c) Creative initiatives, (d) Creativity, (e) A sense of responsibility.

2.3. Work Environment

The work environment is an environment in which a person works or performs work activities. The work environment really requires special attention because it can determine the production results that will be obtained. A safe and comfortable environment will make work easy to do and get good results. Creating a pleasant work environment that can meet the needs of employees will provide a sense of satisfaction and encourage their morale. A work environment that does not get enough attention will have a negative impact and reduce morale, this is because employees in carrying out their duties experience interference, so they are less enthusiastic and do not devote their energy and thoughts to their duties. According to (Sinatra et al., 2015) the work environment is everything that is around the workers and which can affect them in carrying out the tasks assigned. Based on indicators in the work environment (a) work atmosphere (b) relationship with colleagues (c) availability of work facilities.

3. Methods

Research data obtained directly from respondents which is the primary data collected through a questionnaire or questionnaire. Questionnaires or questionnaires were tested using validity and reliability tests. The data in this study were tested using multiple linear regression analysis. However, before the analysis is carried out to minimize deviations, it is necessary to carry out classical tests which include multicollinearity tests, heteroscedasticity tests, and normality tests.

The variables in this study are Leadership Variables (X1), Motivation (X2), Work Environment (X3), and Performance (Y), where the variables Leadership (X1), Motivation (X2), and Work Environment (X3) are independent variables, while the dependent variable is the Work Environment (Y). According to (Ariyani & Sugiyanto, 2020), population is a generalization area consisting of objects or subjects that become certain quantities and characteristics determined by research to be studied and then drawn conclusions. Meanwhile, according to (Ghozali, 2016) said that the sample is part or part of the representative of the population to be studied. If the research is carried out by part of the population, it can be said that the research is a sample research. The population in this study were all employees of the Panai Tengah District office. The sample in this study were 30 employees of the Panai Tengah District office.

4. Result and Discussions

Test validation used in measurement valid or not from research questionnaire. Validity is also understood that question submitted when survey can be measured in real according to what we want measuring. (Faizah et al., 2013). The measure of validity can be measured by comparing the value of r calculated by the r -table with the determination of $df = n - 2$. Df is the degrees of freedom, where n is the number of samples, with a significance level of $= 5\%$ or 0.05 , the criteria for validation. Check and measure whether r table r count to mark valid or invalid questions. The following are the results

obtained from the results of equipment testing.

4.1. Validity Analysis

Table 1. Validity Test Result

Statement	R value (Table)	R value (Count)	Results
X1 (Leadership)			
Statement 1	0.2869	0.092	Valid.
Statement 2	0.2869	0.490	Valid.
Statement 3	0.2869	0.423	Valid.
Statement 4	0.2869	0.601	Valid.
X2 (Motivation)			
Statement 1	0.2869	0.354	Valid.
Statement 2	0.2869	0.418	Valid.
Statement 3	0.2869	0.519	Valid.
Statement 4	0.2869	0.667	Valid.
X3 (Work Environment)			
Statement 1	0.2869	0.577	Valid.
Statement 2	0.2869	0.507	Valid.
Statement 3	0.2869	0.525	valid..
Statement 4	0.2869	0.566	Valid.
Y (Work Performance)			
Statement 1	0.2869	0.573	Valid.
Statement 2	0.2869	0.400	Valid.
Statement 3	0.2869	0.470	Valid.
Statement 4	0.2869	0.394	Valid.

Source: primary data processed by researchers (2022).

The value of r table is obtained by knowing the number of degrees of freedom of the data (Df). If the number of samples (n) is 100, then $df = 34 - 2$ which is 32. With a significant level of 5% obtained r table = 0.2898. Based on the validity test, it shows that all items in all variables are declared valid, except for the statement 1 leadership variable, where the number of r count < r table.

Reliability test is a questionnaire measuring instrument which is an indicator variable. A variable is said to be reliable if it has the number of Cronbach's Alpha > 0.7 (Sugiyono, 2016). Based on the reliability test, the results obtained.

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
.751	15

Source: primary data processed by researchers (2022).

4.2. Normality Test

Based on the normality test using histogram, the residual is obtained can be seen in Figure 1.

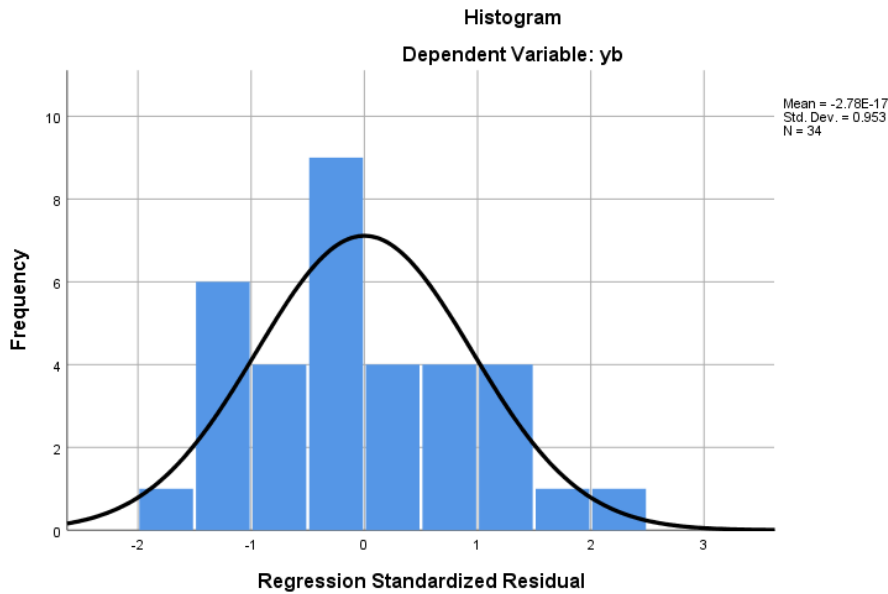


Figure 1. Normality Test Result

4.3. Multicollinearity Test

The results of the multicollinearity test are shown in the table 3.

Table 3. Multicollinearity Test Results

	Model	Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	x1b	.733	1.364
	x2b	.783	1,277
	x3b	.824	1,213

Source: primary data processed by researchers (2022).

Based on Table 3, The Variance Inflation Factor (VIF) value for the independent variable is less than 10 ($VIF < 10$), and the Tolerance value is > 0.1 . Variables X1, X2, X3 respectively show the VIF value of 1.364; 1.277 and 1.213 and the Tolerance values of X1, X2, and X3 are 0.733, respectively; 0.783; and 0.824. This means that there is no multilinearity so that the regression model is appropriate/feasible to use in predicting employee performance based on leadership, motivation, and work environment.

4.4. Heteroscedasticity Test Results

Based on Figure 2, the residual observations do not have a certain or random pattern so that it can be concluded that the residue is free from heteroscedasticity or meets the assumption of homogeneity.

4.5. T Test

Based on the hypothesis test, the results of the t-test are obtained as shown in the table 4.

From the table 4, the following regression equation is obtained:

$$Y = 9.741 + 0.419 X1 + 0.110X2 + 0.049X3 + e$$

Based on the regression analysis equation, it can be explained that:

The number of constants is 9.471 meaning that if the variables X1, X2, X3 are zero, then the value of customer satisfaction is 9.471. The number of X1 is the leadership of 0.419 which means that if the leadership increases by one unit, the number of Y increases by 0.419. The number of X2 is the motivation of 0.110, meaning that if the motivation

increases by one unit, the Y value increases by 0.110. The value of X3 is the work environment of 0.049, meaning that if the work environment increases by one unit, the Y value increases by 0.049.

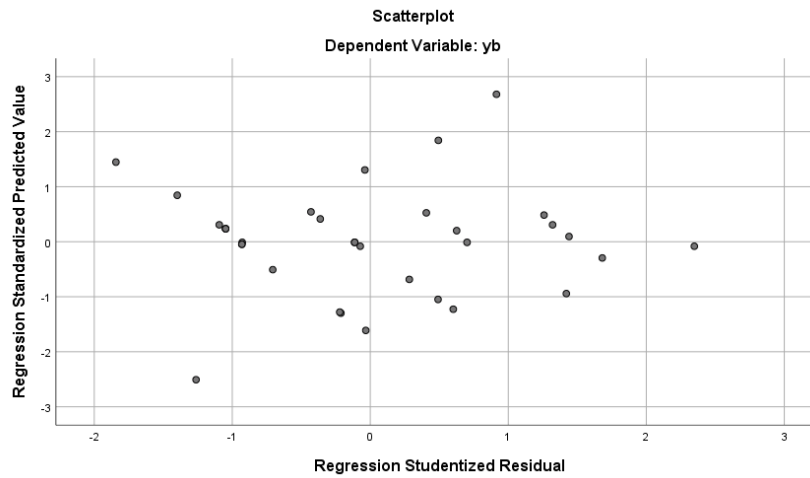


Figure 2. Heterokedastisity Result

Table 4. Results of T Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,741	2,392		4.072	.000
	x1b	.419	.216	.360	1,943	.061
	x2b	.110	.125	.158	.881	.385
	x3b	.049	.101	.084	.483	.633

Source: primary data processed by researchers (2022).

Based on the regression equation, it can be understood that Leadership (X1), Motivation (X2), and Work Environment (X3) have a positive effect on Employee Performance (Y). If the number of samples is 34 then the t table value is obtained by calculating the degrees of freedom $df = n - k - 1 = 34 - 3 - 1 = 30$ where the 5% significance level is 2.042. Based on the t-test, the results of the leadership variable partial test (X1) were 1.943. The value of $t \text{ count} < t \text{ table}$ is $1,943 < 2,042$, so that leadership has no significant/significant effect on employee performance. Based on the t-test, the results of the partial test of the motivation variable (X2) were 0.881. The value of $t \text{ count} < t \text{ table}$ is $0.881 < 2.042$, so that motivation has no significant effect on employee performance. Based on the t-test, the results of the partial test of the Work Environment variable X3) were 0.483. The value of $t \text{ count} < t \text{ table}$ is $0.483 < 2.042$, so that the work environment does not significantly affect employee performance.

4.6. F Test

Based on the F test, the results are as in the table 5.

Table 5. F Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,688	3	5,229	3.230	.036 ^b
	Residual	48,576	30	1,619		
	Total	64,265	33			

a. Dependent Variable: yb

b. Predictors: (Constant), x3b, x2b, x1b

Source: primary data processed by researchers (2022).

If the number of samples is 34 then the t table value is obtained by calculating the degrees of freedom $df1 = k - 1 = 4 - 1 = 3$, and $df2 = n - k - 1 = 34 - 3 - 1 = 30$ with a 5% significance level of 2,922. Based on the F test, the results of the simultaneous test of Leadership (X1), Motivation (X2), and Work Environment (X3) variables were 3,230. Total F count $> F$ table which is $3.230 > 2.922$, so that Leadership (X1), Motivation (X2), and Work Environment (X3) have a significant/significant influence on Employee Performance simultaneously or simultaneously.

4.7. Determinant Test

Table 6. Determinant Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.494a	.244	.169	1.27248	2,059

a. Predictors: (Constant), x3b, x2b, x1b

b. Dependent Variable: yb

Source: primary data processed by researchers (2022).

4.8. Discussion

The Influence of Leadership (X1), Motivation (X2), and Work Environment (X3) on Employee Performance.

The test results show that there is a value or percent contribution of the influence of Leadership (X1), Motivation (X2), and Work Environment (X3) simultaneously for employee performance in Panai Tengah District through the value of the stated coefficient of determination (R square) = 0.169 meaning 16.90 % Performance is affected by the variables of Leadership (X1), Motivation (X2), and Work Environment (X3). The results of this study in accordance with (Siagian & Khair, 2018) with a study entitled The Influence of Leadership, Motivation and Work Environment on the Performance of Civil Servants at the Forestry and Plantation Service of Pati Regency stated that the effect was positive and significant.

The Influence of Leadership (X1) on Employee Performance.

Based on the regression equation, it can be understood that Leadership (X1) has a positive effect on Employee Performance (Y). Based on the t-test, the results of the leadership variable partial test (X1) were 1.943. The value of t count $< t$ table is $1,943 < 2,042$, so that leadership has no significant/significant effect on employee performance. Based on the research by (Sutrisno, 2019) with a research entitled The Influence of Leadership, Motivation and Work Environment on Employee Performance in Laweyan District, Surakarta City, leadership has a positive and significant effect on employee performance with a significance value of $0.008 < 0.05$.

The Effect of Motivation on Employee Performance

Based on the regression equation, it can be understood that Leadership (X1) has a positive effect on Employee Performance (Y). Based on the t-test, the results of the partial test of the motivation variable (X2) were 0.881. The value of t count $< t$ table is $0.881 < 2.042$, so that motivation has no significant effect on employee performance. This is due to the lack of routine morning apples, lack of direction to employees.

The Influence of the Work Environment on Employee Performance

Based on the regression equation, it can be understood that Leadership (X1), Motivation (X2), and Work Environment (X3) have a positive effect on Employee Performance (Y). Based on the t-test, the results of the partial test of the Work Environment variable (X3) were 0.483. The value of t count $< t$ table is $0.483 < 2.042$, so that the work environment does not significantly affect employee performance. This is due to the lack of complete working environment facilities, inadequate ventilation and infrastructure.

5. Conclusions

From the analysis and discussion carried out in the study, conclusions can be drawn, including:

- The linear regression equation of this study is; $Y = 9.741 + 0.419 X1 + 0.110 X2 + 0.049 X3 + e$.
- Leadership variable (X1) has no significant/significant effect on employee performance where the score t count $< t$ table is $1.943 < 2.042$.
- Motivation quality variable (X2) has no positive and significant/significant on employee performance where the score t count $< t$ table is $0.881 < 2.042$.

- d. The work environment variable (X3) has no significant/significant effect on employee performance where the score t count $< t$ table is $0.483 < 2.042$.
- e. The variables of leadership (X1), motivation (X2), and work environment (X3) have no and significant/significant effect on employee performance (Y) simultaneously where the calculated F score $> F$ table is $3.230 > 2.922$.

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