



The Influence of Leadership Style and Work Environment on Motivation and Its Implications on Performance PT. Nuansa Citramandiri

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Abstract: Employees are human resources that are very important for the company because they have the mind, mind, talent, creativity, and energy needed to do all the work given by the company to achieve company goals. The better the performance of individuals within a company, the better the performance of the company, and vice versa, the lower the performance of individual employees will reduce the performance of the company. The research aims to examine and analyze the effect of leadership style and work environment on work motivation and performance at PT. Nuansa Citramandiri both simultaneously and partially. The analytical method used in this research is path analysis schematic diagram of the two sub-structures so that the research is descriptive and verificative, namely collecting, presenting, analyzing and testing hypotheses to get conclusions and suggestions using Statistical Product and Service Solution (SPSS). The research was conducted at a consulting service company, PT. Nuansa Citramandiri with a research sample of 97 respondents. The research data were obtained from a 5-point ordinal scale questionnaire which was transformed into interval data. The results of the study are: 1) There is a partial influence of leadership style on employee motivation at PT. Nuansa Citramandiri; 2) There is a partial influence of the work environment on employee motivation at PT. Nuansa Citramandiri; 3) There is an influence of leadership style and work environment simultaneously on motivation at PT. Nuansa Citramandiri. 4) There is an influence of work motivation on performance at PT. Nuansa Citramandiri.

Keywords: Leadership style, work environment, motivation, performance

INTRODUCTION

The quality of human resources in an organization is high expected to improve organizational performance. It will be created in a conducive work environment, which among other things influenced by the right type of leadership. Leadership is needed because of certain limitations and advantages in humans. This is where the need for leaders and leadership. PT. Nuansa Citramandiri is a consulting firm in West Java that works on City Planning - Environment - Feasibility - Building Design. This company is one of the companies engaged in consulting services. Consultants are construction service providers in order to realize their goals to ensure the safety and comfort of the community by regulating the company's internal governance system (Anisarida, A. A., Janizar, S., & Prima, G. R, 2020). This company has entered the era of globalization and increasingly complex consulting service problems, armed with the maturity of professional experience of experts from each discipline and strong motivation to participate in the discourse of National Development, supported by its facilities and equipment, the company has increased its status from CV. Citra Mandiri became PT. Nuances of Citramandiri. The company has worked on several government projects. Government projects are projects organized by the government with a tender system (Janizar, S., Firdausy, C. M., & Ma'soem, D. M. , 2020).

PT. Nuansa Citramandiri in the last five years, from 2016 to 2020, experienced fluctuating developments and tended to decline. that the performance value obtained by PT. Nuansa Citramandiri in 2016 amounted to Rp. 15,682,002,500, - this shows high company performance. In 2017 the tender value obtained was Rp. 5,041,334,625, - with a development presentation of 32.15%, this shows that the company's performance has decreased from the previous year. In 2018 the tender value obtained was Rp. 2,633,269,500, - with a development presentation of 52.23% this shows that the development of the company's performance has decreased from the previous year. In 2019 the tender value obtained was Rp. 2,127,071,752, - with a development presentation of 80.78% this shows that the development of the company's performance has decreased from the previous year. In 2020 the tender value obtained is Rp. 283,558,500, - with a development presentation of 13.33% this shows that the development of the company's performance has decreased from the previous year. To realize the company's performance as a whole depends on the success of each existing job, while labor productivity is one of the factors that influence the success of a job. In productivity, manpower is one of the most difficult aspects to manage, even though it really determines the success of a company's implementation. There are several factors that determine the success of a company's performance including leadership style, work environment and motivation.

Leadership is needed by humans, because of certain limitations and advantages in humans. This is where the need for leaders and leadership. Leadership style as an important side of the leadership theme always interesting to talk about. This is partly due to the breadth and the depth of the field of discussion is growing dynamically along with it with the development of a global environment that touches every aspects of life broadly and deeply. Without effective leadership, an organization will never be able to actualize its potential into achievements. Dessler (2016) says that a leader is someone with leadership authority directing his subordinates to do part of his work in achieving his goals. Research conducted by Misna (2017) states that organizational culture collectively has a significant influence on Employee Performance at PT Sumrelcon in Balikpapan City. The leadership variable has a dominant influence on the performance of PT Sumrelcon employees in Balikpapan City. Suwarno's research (2019) explains that leadership style has an effect on success and performance improvement. Through the leadership style of a leader manages the institution and motivates employees in order to improve their performance.

The work environment in a company is very important to note management. Even though the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production

process. The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carry out his activities so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance. According to Mardiana (2009) the work environment is an environment where employees carry out their daily work. Muhammad Yani research (2021) states that compensation and the work environment have a positive and significant effect on work motivation.

Motivation is the work done by managers in providing inspiration, enthusiasm and encouragement to other people, in this case employees to take certain actions (Wibowo, 2016). The success of managing an organization or business company is largely determined by the activities of utilizing human resources, in this case a manager must have techniques to be able to maintain achievement and job satisfaction, among others by providing motivation to subordinates so that they can carry out tasks in accordance with applicable regulations. Research conducted by Yeti (2020) states that the effect of motivation on performance is very good. Hanifah's research (2014) states that motivation has a greater effect on employee performance than leadership. Therefore, PT. Pelni can be used as an example of a good company in motivating its employees.

Performance refers to the achievement of employees against the task given. An employee is said to have good performance if the employee has good performance in carrying out his duties. In this sense, it seems clear that performance is related to the achievement of a task implementation (Wibowo, 2016). The implementation of a task requires the necessary time, as well as the need for an estimated time required in completing a construction project (Janizar, S., Setiawan, F., & Rahmawati, R, 2021). The term performance is used to measure the results that have been achieved in relation to the activities or activities of the agency, whether the agency's performance has been good or whether there is a need for backward evaluations regarding the results achieved. Performance is often used to refer to achievement or level of success of individuals or groups. The performance of a person/group can be known if the success criteria have been determined beforehand. This success criterion is in the form of certain goals or targets to be achieved. Research conducted by Laura (2015) states that transactional leadership style has a positive impact on employee performance through work motivation. Stephen's research (2014) states that the work environment has a positive effect on performance. Research by Robert Seagul (2016) states that the work environment has a positive effect on performance. Assessment of performance in construction companies is also applied to the assessment for construction applied in building appraisals (Janizar, 2021). Kinerja is also carried out in the assessment of time and cost efficiency (Janizar, S., & Abdullah, F. H., 2023). Other research states that passion and happiness will build a company (Priatna, H. D. K., & Nandan Limakrisna, M. M, 2021).

METHODS

Data sources are anything that can provide information about data. Based on the source, the data is divided into two, namely primary data and secondary data.

a. Primary data

Primary data is data obtained by the researcher directly from the research subject, namely data on leadership style, work environment, motivation and performance of PT. Nuansa Citramandiri.

b. Secondary Data

Secondary data is data obtained as a support for primary data. The primary data the writer uses in this study is written data in the form of books that are relevant to the research study. While the type of data uses quantitative data types which include every type of research based on statistical calculations.

Path analysis (path analysis) is a statistical analysis technique developed from multiple regression analysis. Path analysis is included in multivariate analysis because it involves more than two variables. The purpose of the path analysis is to determine the structural relationship of various exogenous (independent) variables and endogenous (dependent) variables as well as the magnitude of the influence, both directly and indirectly, as well as the total influence of the model built in the study (Trianto, 2015). A schematic diagram of the structure path is shown in Figure 1 below:

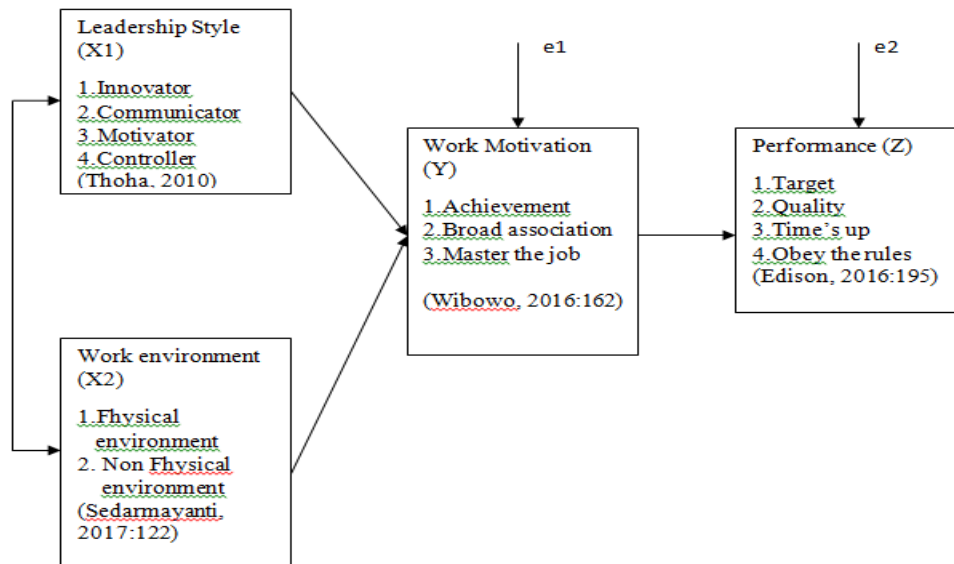


Figure 1. Path Diagram Model

Information:

- X1 = Leadership style is the first independent variable
- X2 = Work environment is the second independent variable
- Y = Work motivation is an intervening variable
- Z = Performance is the dependent variable
- e1,2 = epsilon 1 and 2.

Research Instrument Test

1) Validity Test

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. To determine the consistency and accuracy of the data collected from the use of the questionnaire instrument, a validity test was carried out using the Pearson product moment correlation, as follows:

$$r = \frac{N(\sum XY) - (\sum X \sum Y)}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

Keterangan:

- r* = Coefisien correlation
- X* = Item Score
- Y* = Total item score
- N* = Number of samples

An item is said to be valid if $r_{\text{count}} > r_{\text{table}}$ (Sugiyono, 2015).

2) Reliability Test

Reliability test is a reliability test that aims to determine how far a measuring instrument can be trusted. Reliability relates to the estimation of the extent to which a measuring instrument is consistent. If the measurement is repeated on different samples. If a measuring instrument is used repeatedly and the measurement results obtained are relatively consistent, then the measuring instrument is considered reliable. Conversely, if a measuring instrument is used repeatedly and the measurement results obtained are inconsistent, then the measuring instrument is considered unreliable. Sugiyono (2015), explains "reliability is a measure that shows the extent to which a measuring instrument is reliable or reliable". To test the reliability of the instrument using the Spearman Brown formula:

$$r_i = \frac{2r_b}{1 + r_b}$$

Where:

r_i = Reliability value of all instruments

r_b = product moment correlation value.

If the variable under study has cronbach's alpha > 0.6 then the variable is said to be reliable otherwise cronbach's alpha < 0.6 then the variable is said to be unreliable.

3) Normality Test

The normality test is used to determine whether a data follows a normal distribution or not. If the data is not normal, parametric statistical techniques cannot be used as an analysis tool. For this reason, before researchers use parametric statistical techniques as their analysis, researchers must first prove whether the data to be analyzed is normally distributed or not. A data that forms a normal distribution when the amount of data above and below the average is the same, as well as the standard deviation. The formula used in carrying out the normality test is as follows:

$$Z = \frac{(x_i - \bar{x})}{s}$$

Where:

Z : standard deviation for the standard normal curve

x_i : data to i from a group of data

\bar{x} : group mean

s : standard deviation (Sugiyono, 2015).

Normality testing is done by looking at the distribution of data on the diagonal axis of the graph by looking at the histogram of the residuals (Ghozali, 2011). Normality test with multivariate by looking at the residual standard value of the distribution of data for each variable. If the residual standard value is between -2 to +2 then the data can be said to be normal (Ghozali, 2011). If the residual standard value is not between -2 to +2 then an outlier occurs (Ghozali, 2011) and outlier data must be excluded. To see the occurrence of outliers, it can be known by means of case wasted diagnostics or an unstandardized residual observed value chart.

4) Linierity Test

The linearity test aims to determine whether the data corresponds to a linear line or not. If the sig on deviation from linearity > 0.05 then it is said that the relationship between variables is linear (Ghozali, 2011).

5) Path Statistical Analysis

Path statistical analysis is a statistical analysis technique developed from multiple regression analysis. This technique was first introduced by Sewall Wright in 1934 as a tool to examine the relationship between variables. Path analysis is included in multivariate analysis because it involves more than two variables. The purpose of the statistical analysis is to determine the structural relationship of various exogenous (independent) variables and endogenous (dependent) variables as well as the magnitude of the influence, both directly and indirectly, as well as the total effect of the model built in the study (Trianto, 2015). Schematic statistical analysis of sub-structure diagram two. Schematic diagram of the two sub-structures with the formulation of the equation:

Statistical equation

$$Y = \beta_{yx1} + \beta_{yx2} + e_1$$

$$Z = \beta_{yz} + e_2$$

Hypothesis

According to Sugiyono (2015) explained that the hypothesis is defined as a temporary answer to the research problem formulation. The truth of the hypothesis must be proven through the collected research data. This hypothesis was tested using the t-test statistic partially with conditions:

Ho (no effect) is accepted if $t\text{-test} < t\text{-table}$ and significant > 0.05 .

Ha (there is an effect) is accepted if $t\text{-count} > t\text{-table}$ and significant < 0.05 .

This hypothesis is tested by using F-test statistics simultaneously with conditions:

Ho (no effect) is accepted if $F\text{-count} < F\text{-table}$ and significant > 0.05 .

Ha (there is an effect) is accepted if $F\text{-count} > F\text{-table}$ and significant < 0.05 .

Research Hypothesis:

H1: There is an influence of leadership style on employee motivation at PT. Nuansa Citramandiri.

H2: There is an influence of the work environment on employee motivation at PT. Nuansa Citramandiri.

H3: There is an influence of leadership style and work environment simultaneously on performance at PT. Nuansa Citramandiri.

H4: There is an influence of work motivation on performance at PT. Nuansa Citramandiri

H5: There is an influence of leadership style on performance through employee motivation at PT. Nuansa Citramandiri.

H6: There is an influence of the work environment on performance through employee motivation at PT. Nuansa Citramandiri.

RESULT AND DISCUSSION

Research Results

Path 1 Statistical Analysis

Path 1 coefficient is to explain the results of the leadership style coefficient (X1) and work environment (X2) on work motivation (Y1) as shown in the following table:

Table 1. Adjust R Square value, F count, r count and Path Coefficient 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.748 ^a	.560	.551	.33622	2.130

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.537	2	6.769	59.876	.000 ^b
	Residual	10.626	94	.113		
	Total	24.164	96			

a. Dependent Variable: Motivasi
b. Predictors: (Constant), Lingkungan, Kepemimpinan

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.419	.292		1.433	.155
	Kepemimpinan	.309	.077	.352	4.021	.000
	Lingkungan	.574	.106	.476	5.428	.000

a. Dependent Variable: Motivasi

Based on table 1 above, the magnitude of the path coefficient between the research variables and the coefficient of determination can be seen in table 2 below:

Table 2. Path Calculation Results 1

Variable	Path Coefisien Value
Leadership style (X ₁)	0,309
Work environment (X ₂)	0,574
Coefisien Determination (Adjusted R ²)	0,551
F count	59,87
Correlation	0,601

The path analysis coefficient that shows the error is:

$$\begin{aligned} \epsilon_1 &= \sqrt{1 - R^2} \\ &= \sqrt{1 - 0,551} \\ &= \sqrt{0,449} \\ &= 0,670. \end{aligned}$$

The coefficient of path 1 statistical analysis can be seen in Figure 2.

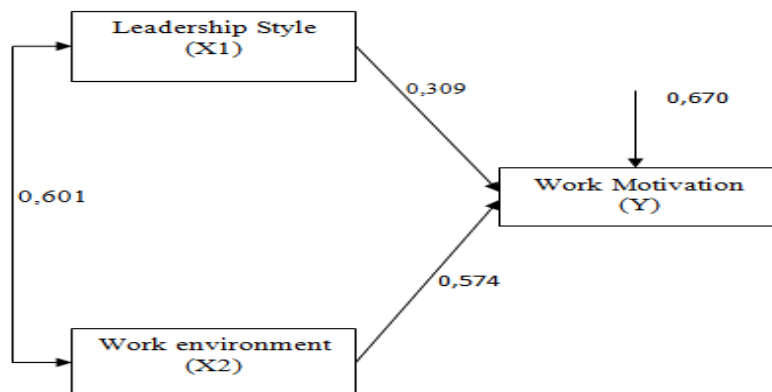


Figure 2. Coefficient of Path Analysis 1

Path equation 1

$$Y_1 = \beta_{Y_1X_1} + \beta_{Y_1X_2} + \epsilon_1$$

$$= 0,309 + 0,574 + 0,670.$$

Path 2 Statistical Analysis

The path 2 coefficient explains the results of the work motivation coefficient (Y) on performance (Z) as shown in the following table:

Table 3. Path Calculation Results 2	
Variabel	Koefisien Jalur
Work Motivation (Y)	0,922
Coefisien Determination (R Square)	0,663
F count	186,807

The path analysis coefficient that shows the error is:

$$\epsilon_1 = \sqrt{1 - R^2}$$

$$= \sqrt{1 - 0,663}$$

$$= \sqrt{0,337}$$

$$= 0,580.$$

The coefficient of path 2 analysis can be seen in Figure 3

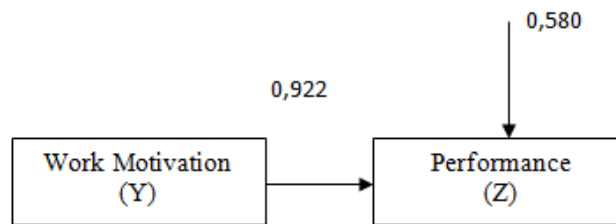


Figure 3. Coefficient of Path Analysis 2

Path equation 2

$$Y_2 = \beta_{Y_1} + \epsilon_2$$

$$= 0,922 + 0,580.$$

Direct Influence, Indirect and Total Influence

The results of calculating the direct effect, indirect effect and total effect are shown in Figure 4 and Table 4 below:

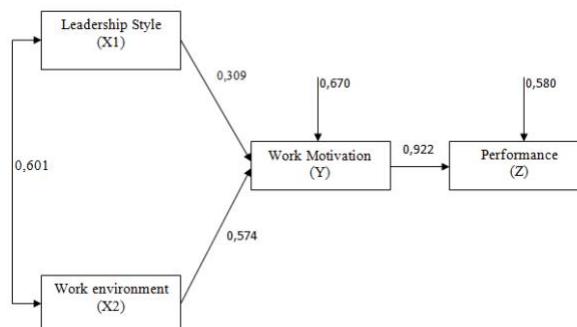


Figure 4. Overall Path Coefficient

Table 4. Direct Influence, Indirect and Total Influence

Path Analysis	Direct effect	Indirect effect	Total Effect
Leadership style → Motivasi kerja	0,309	-	0,309
Work environment → Work Motivation	0,574	-	0,574
Leadership style + Work environment → Work Motivation	0,551	-	0,551
Work Motivation → Performance	0,922	-	0,922
Leadership style → Work Motivation → Performance	-	0,285	0,285
Work environment → Work Motivation → Performance	-	0,529	0,529

Based on table 4 it can be explained that the direct effect of leadership style on work motivation is 0.309. The direct effect of the work environment on work motivation is 0.574. The direct effect of work motivation on performance is 0.922. The contribution of the variable influence of leadership style and work environment on work motivation simultaneously is 0.551 or 55.1%. The indirect effect of leadership style through work motivation on performance is 0.285. The indirect effect of the work environment through work motivation on performance is 0.529.

Hypothesis Testing Results

Based on data processing, the researcher determined three path equations, so that discussion of the interpretation of the results must be carried out in stages based on these subpaths. This hypothesis was tested using the t-test statistic partially with conditions:

Ho (no effect) is accepted if $t\text{-test} < t\text{-table}$ and significant > 0.05 .

Ha (there is an effect) is accepted if $t\text{-count} > t\text{-table}$ and significant < 0.05 .

This hypothesis is tested by using F-test statistics simultaneously with conditions

Ho (no effect) is accepted if $F\text{-count} < F\text{-table}$ and significant > 0.05 .

Ha (there is an effect) is accepted if $F\text{-count} > F\text{-table}$ and significant < 0.05 .

As for the determination:

The t-table value is the t-table value. See table ($df=n-3; = 97-3 = 94$, two sides/0.05) = 1.660.

The F-table value is the F-table value. See table ($df=n-3; = 97-3 = 94$, two sides/0.05) = 3.940. (Sugiono, 2015).

1) Hypothesis 1

Influence of leadership style partially on employee motivation at PT. Nuansa Citramandiri. The results of SPSS data processing version 25 in multiple regression testing for sub-path 1 are listed in table 5 below:

Table 5. Results of Statistical Data Analysis

Influence	Coeffisient	t-statistic	t-table	P-value	Conclusion
X1 ---> Y	0,309	4,021	1,660	0,000	Ho is rejected There is a positive and significant influence between X1 to Y

The leadership style variable (X1) has a significant influence on work motivation (Y) as indicated by a probability value of 0.000 which is smaller than 0.05 and a t-count value of $4.021 > 1.660$ and a coefficient of 0.309, this value indicates that the influence of the variable leadership style (X1) to the work motivation variable (Y) is 30.9%, while this

coefficient shows the direction of a directly proportional relationship, meaning that when the leadership style variable (X1) increases, work motivation (Y) will also increase by 30.9 %.

2) Hypothesis 2

Influence of the work environment partially on employee motivation at PT. Nuansa Citramandiri. The results of SPSS data processing version 25 in multiple regression testing for sub-path 1 are listed in table 6 below:

Table 6. Statistical Data Analysis Results

Influence	Coeffisient	t-statistic	t-table	P-value	Conclusion
X2 ---> Y	0,574	5,428	1,660	0,000	Ho is rejected There is a positive and significant influence between X2 to Y

Work environment variable (X2) has a significant influence on work motivation (Y1) as indicated by a probability value of 0.000 which is smaller than 0.05 and a t-count value of 5.428 > 1.660 and a coefficient of 0.574, this value indicates that the effect of the variable work environment (X2) to the work motivation variable (Y) is 57.4%, while this coefficient shows the direction of a directly proportional relationship, meaning that when the work environment variable (X2) increases, work motivation (Y) will also increase by 57.4 %.

3) Hypothesis 3

The effect of leadership style and work environment simultaneously on employee motivation at PT. Nuansa Citramandiri. The results of SPSS data processing version 25 in multiple regression testing for sub-path 1 are listed in table 7 below:

Table 7. Statistical Data Analysis Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.537	2	6.769	59.876	.000 ^b
	Residual	10.626	94	.113		
	Total	24.164	96			

Leadership style (X1) and work environment variables simultaneously have a significant influence on work motivation (Y) as indicated by a probability value of 0.000 which is smaller than 0.05 and an F-count value of 59.876 > 3.940 or a sig value. of 0.000 <0.05.

4) Hypothesis 4

The effect of work motivation on employee performance at PT. Nuansa Citramandiri. The results of SPSS data processing version 25 in multiple regression testing for sub-path 2 are listed in table 8 below:

Table 8. Statistical Data Analysis Results

Influence	Coeffisient	t-statistic	t-table	P-value	Conclusion
Y ---> Z	0,922	13,668	1,660	0,000	Ho is rejected There is a positive and significant influence between Y to Z

Work motivation variable (Y) has a significant influence on performance (Z) as indicated by a probability value of 0.000 which is smaller than 0.05 and a t-count value of 13.668 > 1.660 and a coefficient of 0.922, this value indicates that the influence of motivational variables work (Y) to the performance variable (Z) is 92.2%, while this coefficient shows the direction of a directly proportional relationship, meaning that when the work motivation variable (Y) increases, performance (Z) will also increase by 92.2%.

5) Hypothesis 5

The influence of leadership style on performance through employee motivation at PT. Nuansa Citramandiri. The results of SPSS version 25 data processing in multiple regression testing for sub-paths 1 and 2 are shown in table 9 below:

Table 9. Statistical Data Analysis Results

Influence	Coeffisient	t-statistic	t-table	P-value	Conclusion
X1 ---> Y→Z	0,285	4,021	1,660	0,000	Ho is rejected There is a positive and significant influence between X1 on Z through Y

Leadership style variable (X1) has a significant influence on performance (Z) through motivation (Y) which is indicated by a probability value of 0.000 which is smaller than 0.05 and a t-count value of 4.021 > 1.660 and a coefficient of 0.285, the value is shows that the influence of the leadership style variable (X1) on the performance variable (Z) through motivation is 28.5%, while this coefficient shows the direction of the relationship is directly proportional, meaning that when the leadership style variable through work motivation (Y) increases, performance (Z) will also increase by 28.5%.

6) Hypothesis 6

The influence of the work environment on performance through employee motivation at PT. Nuansa Citramandiri. The results of SPSS version 25 data processing in multiple regression testing for sub-paths 1 and 2 are shown in table 10 below:

Table 10. Statistical Data Analysis Results

Influence	Coeffisient	t-statistic	t-table	P-value	Conclusion
X2 ---> Y→Z	0,529	5,428	1,660	0,000	Ho is rejected There is a positive and significant influence between X2 on Z through Y

Work environment variable (X2) has a significant influence on performance (Z) through motivation (Y) which is indicated by a probability value of 0.000 which is smaller than 0.05 and a t-count value of 5.428 > 1.660 and a coefficient of 0.529, that value shows that the effect of the work environment variable (X2) on the performance variable (Z) through motivation is 52.9%, while this coefficient shows the direction of a directly proportional relationship, meaning that when the work environment variable through work motivation (Y) increases, performance (Z) will also increase by 52.9%.

Discussion

After analyzing the respondents' answers, the next step is for the researcher to conduct an in-depth discussion of the influences and phenomena related to the research variables in a verifiable manner. The full discussion can be explained as follows:

1) The effect of leadership style (X1) on work motivation (Y) of employees at PT. Nuansa Citramandiri

The results showed that there was an influence of leadership style (X1) on work motivation (Y) of employees at PT. Nuansa Citramandiri. This finding is consistent with the prediction of the hypothesis (H1) which predicts that there is an influence of leadership style (X1) on work motivation (Y) of employees at PT. Nuansa Citramandiri. The meaning of this finding shows that the role of the leader can be a communicator, mediator, and integrator in the organization he leads. A leader has his own style in carrying out his duties as a leader. With the style or type of a leader, he must be able to provide work motivation for his employees so that every job can be carried out properly and the company can benefit in its business. So that leadership style can affect employee motivation. In this study, the leadership style has a positive and significant effect on employee motivation. The aspect with the highest level of influence is the aspect that the company leader has the ability to convey the goals of work communication. The ability of a leader to convey the aims and objectives of work communication must be maintained and maintained so that employees can always be motivated to work well. The lowest aspect is that company leaders have the ability to encourage employees to work well according to work regulations. The ability of leaders in terms of encouraging enthusiasm for employees must be improved, studied the nature and character of employees and find the right way to encourage morale towards employees. This is in accordance with the opinion of Sutrisno (2015) Leadership is the way a leader influences the behavior of subordinates so they want to work together and work effectively and efficiently to achieve organizational goals. This leader can carry out great responsibility and motivate subordinates, so the leader can be said to be a successful leader in gathering a forum (Suwatno, 2013). In accordance with the results of research conducted by Ali (2016) explaining that The study found that there is a strong relationship between leadership style and employee motivation where the correlation was positive with transformational style and negative with transactional style. In accordance with the results of research conducted by Laura (2015) explaining that the results showed that the relationship between transformational leadership style on work motivation was not significant, transactional leadership style was positively correlated to work motivation, the effect of transformational leadership style on employee performance was not significant, the influence of leadership style transactional on employee performance is not significant, the results of this research support indicate that work motivation is positively correlated with employee performance, transformational leadership style has a negative effect on employee performance through work motivation, and transactional leadership style has a positive impact on employee performance through work motivation.

2) The influence of the work environment (X2) on work motivation (Y) of employees at PT. Nuansa Citramandiri

The results showed that there was an effect of the work environment (X2) on work motivation (Y) of employees at PT. Nuansa Citramandiri. This finding is consistent with the prediction of the hypothesis (H2) which predicts that there is an effect of the work environment (X1) on work motivation (Y) of employees at PT. Nuansa Citramandiri. The meaning of these findings indicates that the work environment in an organization is very important for the leadership to pay attention to. Even though the work environment does not carry out the production process in an agency, the work environment has a direct influence on the employees who carry out the work process. A conducive work environment provides a sense of security and can motivate employees to work optimally. The work environment is everything that exists around employees that can affect motivation. The results of this study that the work environment has a positive and significant effect on employee motivation. The aspect with the highest influence is the working relationship between

subordinates and superiors carried out well. A good working relationship between superiors and subordinates must be good in nature so that employees are motivated to work well and be responsible. The lowest aspect is that the work location has a high noise level. From the respondents' answers, it shows that the lowest means that the work location has not been too noisy so far and must be maintained so that employees are comfortable working. In accordance with the opinion of Sedarmayanti (2010) the work environment is everything that exists around the employee and can influence the carrying out of the tasks assigned to him, for example by having air conditioner (AC), adequate lighting and so on. In accordance with the results of research conducted by Muhammad Yani (2021) explaining that The results showed that: Compensation and work environment have a positive and significant effect on work motivation, compensation and work environment have a positive and significant effect on morale, work motivation has a positive and significant effect on employee performance and employee morale. In accordance with the results of research conducted by Audrey (2017) explaining that the work environment affects work motivation; Work Environment influences Employee Performance; Work Motivation influences Employee Performance; and Work Motivation is proven as intervening variable between the influence of the Work Environment on Employee Performance.

3) The effect of work motivation (Y) on performance (Z) at PT. Nuansa Citramandiri

The results showed that there was an effect of work motivation (Y) on performance (Z) at PT. Nuansa Citramandiri. This finding is consistent with the prediction of the hypothesis (H4) which predicts that there is an effect of work motivation (Y) on performance (Z) at PT. Nuansa Citramandiri. The meaning of these findings indicates that motivation includes unique feelings, thoughts and past experiences which are part of the company's internal and external relations. Motivation is so important that many philosophers, sociologists, psychologists and management experts conduct research. Motivation comes from the Latin word *movere* which means encouragement or movement. This is in accordance with the opinion of work motivation according to Badeni (2014) is the willingness to expend high effort to achieve organizational goals, which is conditioned by the ability to meet individual needs. In accordance with the results of research conducted by Suwarno (2019) explaining that leadership style influences success and performance improvement. Through the leadership style of a leader manages the institution and motivates employees in order to improve their performance. The results of the research conducted by Yeti (2020) explain that the results obtained from the research show that the effect of motivation on employee performance is quite good.

Implications

This research is still far from perfect so that it has implications for improvement through more comprehensive research based on the findings of this research.

**Appendix
Statistical Outputs**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.748 ^a	.560	.551	.33622	2.130

a. Predictors: (Constant), Lingkungan, Kepemimpinan

b. Dependent Variable: Motivasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.748 ^a	.560	.551	.33622	2.130

- a. Predictors: (Constant), Lingkungan, Kepemimpinan
- b. Dependent Variable: Motivasi

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.537	2	6.769	59.876	.000 ^b
	Residual	10.626	94	.113		
	Total	24.164	96			

- a. Dependent Variable: Motivasi
- b. Predictors: (Constant), Lingkungan, Kepemimpinan

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.419	.292		1.433	.155
	Kepemimpinan	.309	.077	.352	4.021	.000
	Lingkungan	.574	.106	.476	5.428	.000

- a. Dependent Variable: Motivasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.814 ^a	.663	.659	.33155	1.805

- a. Predictors: (Constant), Motivasi
- b. Dependent Variable: Kinerja

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.535	1	20.535	186.807	.000 ^b
	Residual	10.443	95	.110		
	Total	30.978	96			

- a. Dependent Variable: Kinerja
- b. Predictors: (Constant), Motivasi

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.445	.241		1.846	.068
	Motivasi	.922	.067	.814	13.668	.000

- a. Dependent Variable: Kinerja

CONCLUSION

1. The variable of leadership style has a significant effect on work motivation
2. Work environment variables have a significant influence on work motivation

3. The variables of leadership style and work environment simultaneously have a significant influence on work motivation
4. The variable of work motivation has a significant influence on performance.
5. The variable of leadership style has a significant effect on performance through motivation.
6. Work environment variables have a significant influence on performance through motivation.

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