

# FACTORS OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH WORK ENVIRONMENT AS A MODERATING VARIABLE AT PT.INCASI RAYA PADANG

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## **ABSTRACT**

This study aims to determine the factors of leadership style and work motivation as employee performance with the work environment as a moderating variable at PT Incasi Raya Padang. This method uses total sampling in which all populations are sampled with a total population and sample of 55 employees, from the sample who filled out the questionnaire as many as 55 employees. The analysis methods used in this study are Outer Model, Average Variance Extracted (AVE), Reliability Assessment, and Inner Model Testing (Structural Model) using Smart PLS 3.0. Based on the results showed that leadership style has a positive and insignificant effect on employee performance at PT. Incasi Raya Padang, work motivation has a positive and significant effect on employee performance at PT. Incasi Raya Padang, leadership style has a positive and significant effect on employee performance moderated by the work environment, work motivation has a positive and significant effect on employee performance moderated by the work environment.

**Keywords:** *Leadership Style, Work Motivation, Employee Performance, Work Environment, Company.*

## **INTRODUCTION**

Human resources are an important role in an organization. Organizations must manage good human resources in order to encourage an organization to progress and develop in achieving goals. Managing human resources in an organization is not easy either to manage or manage these human resources. (Rumawas in Khasanah, 2021), states that human resources are the most important asset that an organization must have and must be considered in management, because they are the ones who work to make goals, innovate and achieve organizational goals.

One of the shapers of quality human resources is the leadership style in an organization. The leadership style of a leader in an organization can determine the success or failure of the overall organizational goals, therefore in increasing the role of employees, the leadership style needs to be considered. Leaders play an important role in being able to influence and mobilize members to achieve institutional / organizational goals successfully and efficiently so as to create good governance as expected, which states that the success or failure experienced by most organizations is determined by the quality of leadership (Abasilim et al., Putra & Renazldo in Style, 2023). One of the most important contributions in business today is Leadership in the digital age raises a number of issues related to the willingness of leaders and members (human resource management) to explore all possibilities. (human resource management) to explore the possibilities of utilizing digital

technology to maximize their business utilization of digital technology to maximize their business. The strategic role of leadership is important in achieving organizational goals. leader has the duty to seriously consider promoting, mobilizing, and directing all available resources to achieve organizational goals. f the organization. Large organizations need not only reliable managers, but also people with good leadership. When the leader can be leaders at the same time, it also ensures that the organizations they manage, organize, and lead can effectively and efficiently achieve the goals that they are supposed to they should achieve according to Wening & Santosa, (2020). Based on the results of previous research conducted by (Jayanti & Wati, 2019) found that leadership style has a positive effect on employee performance. And according to research conducted by (Hamidi, 2020) states that leadership style has a significant effect on employee performance.

In addition, motivation is the main basis for a person to produce useful work for progress both for himself and for many people. Motivation questions how to direct power and potential to work towards the specified goals (Hasibuan in Nurjaya, 2021). Motivation is a factor that encourages a person to carry out certain activities, therefore it is often interpreted as a factor driving a person's behavior (Mu'ah in Qomariah et al., 2021). According to (Sekhar et al in Dewanti et al., 2022) explains that individual work motivation has a direct effect on individual and group performance and alertness and has an indirect

effect on organizational performance. Every individual who has work motivation will be more ready and alert in carrying out their duties and produce much better performance than individuals who do not have work motivation. Providing motivation appropriately will be able to generate enthusiasm, passion and sincerity of work in a person.

Based on the results of previous research conducted by (Caissar et al., 2022) there is a positive and significant influence between work motivation and employee performance. And also according to (Nurdin & Djuhartono, 2021) in his research stated that there is a strong and significant influence between work motivation on employee performance.

Employee performance is also related to the issue of people's ability to develop themselves so that they are able to work towards achieving the goals desired by the organization. In discussing success or performance, one needs to establish a certain measure to assess whether the organization has high or low performance. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara in Wulandari et al., 2021). Based on the results of previous research conducted by (Azmi & Serang, 2019) the work environment has a positive but insignificant effect on employee performance. Previous research conducted by (Lestari et al., 2020) from his research found that the work environment has a significant effect simultaneously on employee performance.

The work environment is a very important factor and has a very big influence on employee performance. If the work environment is clean, healthy, comfortable, and pleasant, it will make employees feel at home in their workspace and more enthusiastic about completing their work. A work environment is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. A conducive work environment will provide welfare for employees, which allows employees to carry out responsibilities that lead to higher productivity Ollukkaran & Gunaseelan in (Endah Suryani et al., 2021). According to (Ferry, 2018) the work environment is the overall tooling and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group. Therefore, a good work environment greatly determines the performance results achieved by a person. Because the work environment has a direct influence on employees

in completing work which will ultimately improve organizational performance. A work environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably.

Employee motivation has an important role for the company because it can be a driving force for individuals to carry out an activity optimally. Individuals to carry out an activity to the maximum. Motivation is a potential force that in a person, which can develop on its own or be influenced by various external factors, both material and non-material, which can affect their performance positively or negatively depending on the situation and conditions faced. on the situation and conditions faced. Every employee has a different level of motivation, depending on their level of education and economic conditions. People who are more educated and economically independent more educated and economically independent people tend to have different sources of motivation, not just from traditional factors such as formal authority and incentives, but are also influenced by various other needs. other needs. Therefore, it is not surprising that employees with high work motivation usually show high performance. Usually show high performance as well. Therefore, it is important to stimulate and improve employees' work motivation so that they can achieve optimal performance.

Based on the results of previous research conducted by (Azmi & Serang, 2019) the work environment has a positive but insignificant effect on employee performance. Previous research conducted by (Lestari et al., 2020) from his research found that the work environment has a significant effect simultaneously on employee performance.

This has a negative impact on the decline in employee performance such as the decline in employees' desire to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, even coworkers who also have decreased enthusiasm, examples that should be used as a reference in achieving good work performance. All of this shows that employees are not fully motivated in their duties. The actual phenomenon related to the decline in employee performance that occurred above could possibly occur due to weak leadership aspects at PT Incasi Raya Padang.

PT Incasi Raya is one of the palm oil processing companies located on Jl. By Pass Padang. The company processes crude palm oil (CPO) into cooking oil products, namely Gurih and Sari Murni cooking oil. PT Incasi Raya has several

warehouses that have different functions, one of which is the packaging material warehouse. The function of this packaging material warehouse is as a storage place for packaging materials in the form

of plastic seeds, jerry cans, jerry can covers, stamps, duct tape and stickers before being distributed to the packaging section.

Table 1. Attendance recap data of PT Incasi Raya Padang from February to July 2024.

Month	Number of employees	Get to work	permission		Too late
			½ day	Full	
February	55	34	6	21	24
March	55	29	7	26	30
May	55	32	3	23	33
June	55	14	7	41	16
July	55	29	5	26	26

Source: PT Incasi Raya 2024

Based on the percentage of employee absenteeism of PT Incasi Raya Padang from February to July 2023, it can be seen that there are still many employees who do not come to work or are late for work. Based on table 1.1 employee absence data for the last 5 months, namely February to July 2024.

There were 55 employees in February with 34 people coming to work, 6 people with permission to work ½ day, 21 people coming to work full and 24 people late. In March the number of employees was 55 people with 29 people coming to work, permission with ½ day work 7 people, full work 21 people and late 30 people. In May, there were 55 employees with 32 absences, 3 ½-day permits, 23 full absences and 33 tardies. In June, there were 55 employees with 14 absences, 7 ½-day permits, 41 full absences, and 16 tardies. In July, the number of employees was 55 people with 29 people coming to work, permission with ½ day work 5 people, full entry to work 26 people and 26 people late.

Based on the percentage of attendance of PT Incasi Raya Padang employees from February to July 2024, it can be seen that there are still many employees who do not come to work or are late for work. From the data above, it can be concluded that leadership and motivation are lacking or not achieving the performance expected by PT Incasi Raya Padang. The results of the employee attendance recap above show that the absence rate is still quite high and continues to increase every month. The number of absences increased in June by 41 absences and tardiness increased rapidly in May by 33 times. For the company's target, it is determined that no employees are absent, if the employee absenteeism rate is quite high, then there is a problem that causes the high employee absenteeism rate. This can be caused by the lack of interest of PT Incasi Raya employees.

Based on the review that the author traces at PT Incasi Raya Padang, there are phenomena or problems concerning employee performance, this

can be seen from the lack of encouragement and work enthusiasm and motivation for employees so that many employees arrive late, work ½ day during working hours. Then the ineffective work environment and polluted air temperature, physically inadequate employee rooms have an influence on employee performance. The low performance of employees at PT Incasi raya Padang is also influenced by an ineffective leadership style to employees. The lack of reprimands for employees who arrive late, allowing ½ day permits results in these employees becoming more arbitrary and irresponsible for their work.

Based on the description of these problems, the authors are interested in conducting research with the title “Leadership Style and Work Motivation Factors on Employee Performance with Work Environment as a Moderating Variable at PT Incasi Raya Padang”.

## RESEARCH METHODOLOGY

In this study using quantitative research methods. according to Sunyoto in (Veronica et al., 2022), quantitative research is in the form of real numbers or numbers, assembled in such a way by researchers that makes it easier to read and understand for those who need it. Quantitative research is a research analysis activity in which the calculation process uses numbers.

### Population

According to Sugiyono (2020, p. 126) “Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that have been determined by researchers to be studied, after being studied then conclusions are drawn “. By researchers to study, after studying then draw conclusions”. The population in this study were all employees of PT. Incasi raya padang.

### Sample

The definition of a sample according to Sugiyono (2020: 73) is part of the number and

characteristics of the population and characteristics possessed by the population, the sample taken from the population must be truly representative. population must be truly representative (representative). Sample size is the number of samples to be taken from a population. According to Arikunto (2020: 104) if the population is less than 100 people, then the sample size is taken as a whole. People, then the number of samples is taken as a whole, but if the population is greater than 100 people, the sample size is the number of samples to be taken from a population. The population is greater than 100 people, then 10-15% or 20-25% of the population can be taken of the population. Based on this study because the population was not greater than than 100 respondents, the authors took 100% of the total population at DISKOMINFO, namely Incasi Raya Padang, namely 55 respondents. Thus the use of the entire population without having to draw a research sample as an observation unit is called a census technique. observation unit is referred to as the census technique. The population and sample in this study totaled 55 people.

Data analysis technique

Partial Least Square (PLS)

This study uses analytical techniques in the form of a variant-based structural equation model or Partial Least Square (PLS). Variant-based SEM analysis that can test simultaneously, namely measurement model testing as well as structural model testing, (Alfathir, 2022). The analysis technique uses PLS with the help of SmartPLS software.

Evaluation of the Measurement Model (Outer Model)

A research concept and model cannot be tested in a relational or causal relationship prediction model if it has not passed the purification stage in the measurement model. The measurement model itself is used to test construct validity and instrument reliability.

Structural Model (Inner Model)

The structural model in PLS is evaluated using R2 to see the amount of influence received by endogenous constructs from exogenous constructs. The R2 value is also used to measure the level of variation in changes in exogenous variables on endogenous variables. Testing of the structural model can be done by looking at the R-Square value which is a goodness-fit model test and seeing the significance by looking at the parameter coefficient value and statistical significance value.

The structural model in PLS is evaluated using R2 to see the amount of influence received by endogenous constructs from exogenous constructs. The R2 value is also used to measure the level of variation in changes in exogenous variables on endogenous variables. Testing of the structural model can be done by looking at the R-Square value which is a goodness-fit model test and seeing the significance by looking at the parameter coefficient value and statistical significance value. For testing the significance of the research hypothesis, it is carried out through assessing the value of the path coefficient or inner model which is indicated by the T-Statistic value or T count compared to the T Table value of 1.96 at the error of rejecting data at 5% alpha (Alexandro, 2022) as follows:

1) If the statistical T value is > from 1.96 then the hypothesis is accepted

2) If the statistical T value is < than 1.96 then the hypothesis is rejected

The grouping of hypothesis testing in this study is divided into two:

1. Hypothesis testing of direct effect (direct effect)

This hypothesis assessment includes the direct effect of an exogenous construct on endogenous constructs. Assessment by paying attention to the T statistical value which is the t count compared to the T table of 1.96. If the statistical T value is > 1.96 then the hypothesis is accepted and if the statistical T value is < 1.96 then the hypothesis is rejected.

2. Hypothesis testing of indirect effect

To assess the indirect effect, namely the effect of certain endogenous constructs on certain endogenous through intervening constructs, hypothesis assessment uses the Sobel Test approach. Testing the mediation hypothesis is with the product of coefficient strategy, namely reassessing it using the Sobel Test approach by testing the strength of the indirect effect of the independent variable (X) on the dependent variable (Y) through the moderating variable (M).

Thus it can be said that there is a significant positive effect from the comparison results above the value of t count or t statistic is greater than t table of 1.96 or  $10.485 > 1.96$ .

## RESULTS AND DISCUSSION

Outer Model

The outer model of the leadership style variable is presented in the figure below.

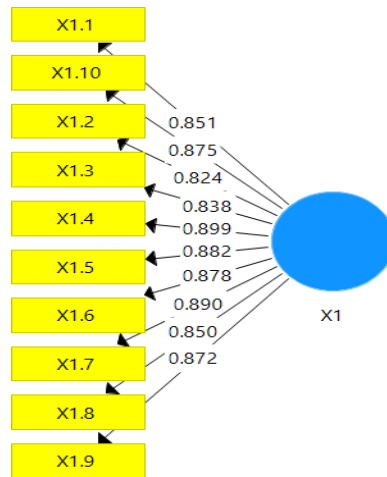


Figure 1. Outer Model Results of Leadership Style

Based on the results of testing the outer model of data using SmartPLS, the resulting correlation value between statement items and latent variables, namely the leadership style variable as shown in Figure 1. In general, a decent

or valid Convergent validity value has been found, where each existing statement item has a convergent validity value above 0.5. The outer model of work motivation variables is presented in the figure below.

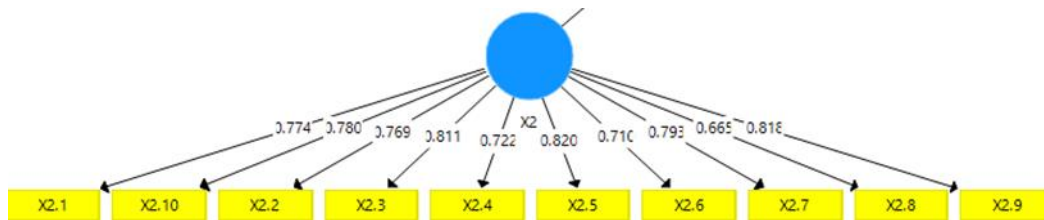


Figure 2. Outer Model Results of Work Motivation Variables

Based on the results of testing the outer model of data using SmartPLS, the resulting correlation value between statement items and latent variables, namely the work motivation variable as shown in Figure 4.3. In general, a

decent or valid Convergent validity value has been found, where each existing statement item has a convergent validity value above 0.5. The outer model of the performance variable is presented in the figure below.

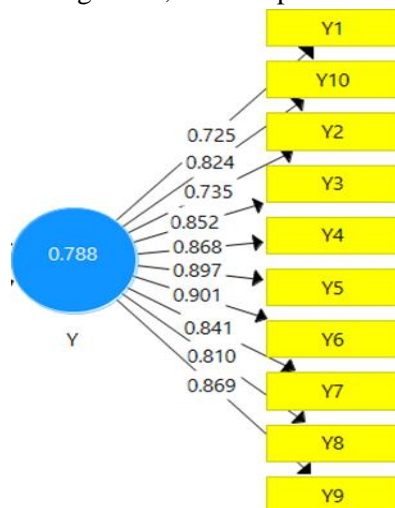


Figure 3. Outer Model Results Performance Variable

Based on the results of testing the outer model of data using SmartPLS, the resulting correlation value between statement items and latent variables, namely the employee performance variable as shown in Figure 4.4. In general, a

decent or valid Convergent validity value has been found, where each existing statement item has a convergent validity value above 0.5. The outer model of the work environment variable is presented in the figure below.

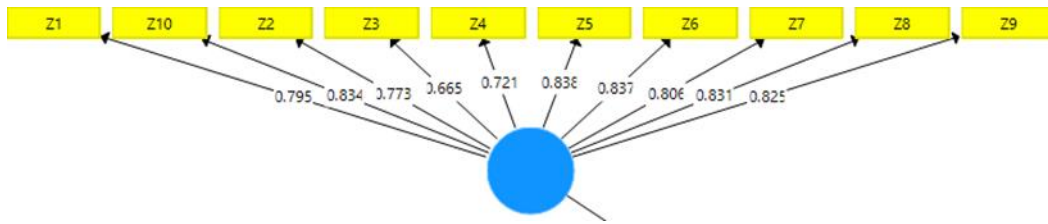


Figure 4. Outer Model Results Work Environment Variables

Based on the results of testing the outer model of data using SmartPLS, the resulting correlation value between statement items and latent variables, namely the work environment variable as shown in Figure 4 In general, a decent or valid Convergent validity value has been found,

where each existing statement item has a convergent validity value above 0.5. Average Variance Extracted (AVE) The AVE results are presented in the table below.

Table 2. AVE Test Results

Variables	Average Variance Extracted (AVE)
Leadership Style	0.750
Motivation	0.589
Employee Performance	0.696
Work Environment	0.631

Based on table 2. it can be concluded that all the constructs or variables above meet the criteria for good validity. This is indicated by the Average Variance Extracted (AVE) value above 0.50 as recommended criteria.

Inner Model Testing

The results of testing the inner model are presented in the figure below.

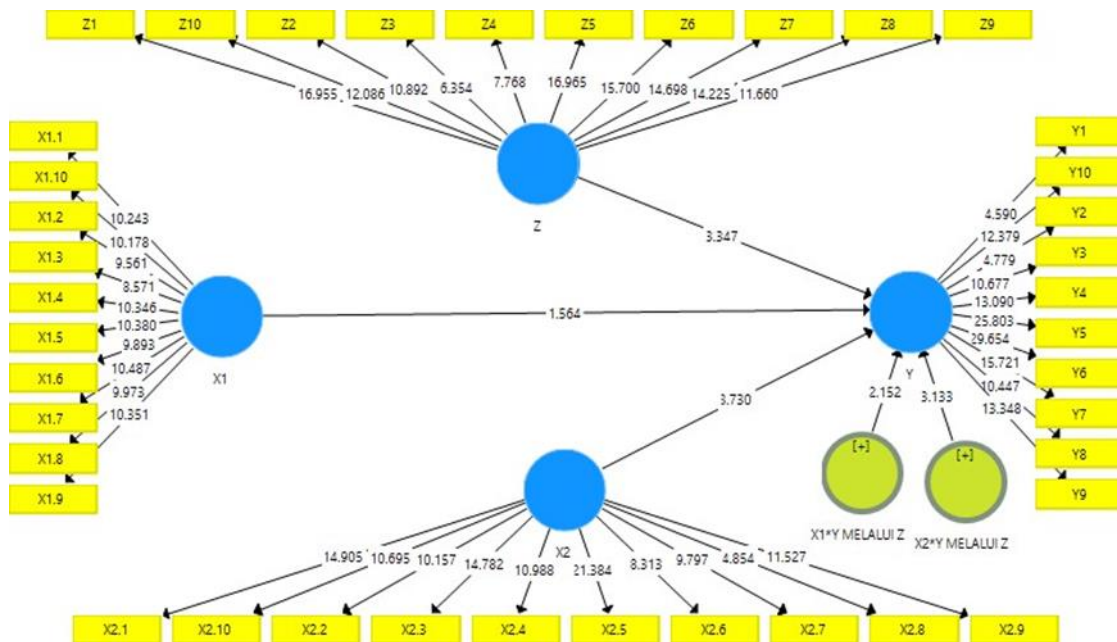


Figure 5. Inner Model Testing Results

Based on Figure 5, the structural model above can be formed as follows:

1. Model Equation I, is a description of the magnitude of the influence of the leadership style construct, work motivation and work environment on employee performance with the existing coefficient coupled with an error rate which is an estimation error or which cannot be explained in the research model.

- a. Employee performance =  $\beta_1$  leadership style +  $\beta_2$  work motivation +  $\beta$  work environment
  - b. Employee performance = 1,564 leadership style + 3,730 work motivation + 3,47 work environment
2. Equation II, is a description of the magnitude of the influence of the leadership style construct, work motivation, moderated by the work environment on employee performance with each existing coefficient plus an error rate which is an

estimation error or which cannot be explained in the research model.

a. Employee performance =  $\beta_1$  leadership style +  $\beta_2$  work motivation

b. Employee performance = 2,152 leadership style + 3,133 work motivation

Table 3. R-Square Test Results

Variable	R Square
Employee Performance	0,788

In table 3. it can be seen that the R-Square value of the employee performance construct is 0.788 or 78.8% which describes the amount of influence received by the employee performance construct from the leadership style and work motivation constructs or is the simultaneous

explained, the inner model assessment is evaluated through the R-Squared value, to assess the effect of certain exogenous latent constructs on endogenous latent constructs whether they have a substantive effect. The following is the R-Square estimate in the table below:

influence of the leadership style and motivation constructs on employee performance.

Hypothesis Testing

The following are the results of SmartPLS structural output, which describes the estimation output for model testing in the table below.

Table 4. Result For Inner Weights

Description	Original Sample	Standar deviation	T Satatistic	P Value	Keterangan
Leadership Style -> Employee Performance	-0.186	0.119	1.564	0.118	Hypothesis rejected
Work Motivation -> Employee Performance	0.548	0.147	3.730	0.000	Hypothesis accepted
Moderating X1-> Employee Performance	0.268	0.125	2.152	0.032	Hypothesis accepted
Moderating X2 -> Employee Performance	-0.331	0.106	3.133	0.002	Hypothesis accepted

Based on the SmartPLS test results in table 4.13, the results of testing the research hypothesis starting from the first hypothesis to the fourth hypothesis which is the direct effect of the leadership style construct and work motivation on performance, leadership style and work motivation on performance moderated by the work environment.

Discussion of Results

1. The Effect of Leadership Style on Employee Performance

The results of data testing using the SmartPLS program tool found that there was a positive and insignificant effect of leadership style on employee performance. Where the t-count of 1.564 is smaller than the t-table of 1.96 and the significant level is greater than alpha ( $0.118 > 0.05$ ). Thus  $H_0$  is accepted and  $H_1$  is rejected, which means that leadership style has a positive and insignificant effect on the performance of employees of PT Incasi Raya Padang. The research results are in line with research (Hamarto, 2022) and (Alysia & Nawawi, 2023) that there is an insignificant positive effect of leadership style on employee performance.

2. The Effect of Work Motivation on Employee Performance

The results of data testing using the SmartPLS program tool found that there is a positive and significant effect of work motivation on employee

performance. Where the t-count of 3.730 is greater than the t-table of 1.96 and the significant level is less than alpha ( $0.000 < 0.05$ ). Thus  $H_0$  is rejected and  $H_2$  is accepted, which means that work motivation has a positive and significant effect on the performance of employees of PT Incasi Raya Padang. The results of this study are in line with research conducted by (Asmawiyah et al., 2020), (Wike Pertiwi & Citra Savitri, 2021) and (Nina Andriyani, 2020) that there is a positive and significant effect of work motivation on employee performance.

3. The Influence of Leadership Style on Employee Performance Moderated by Work Environment

The results of data testing using the SmartPLS program tool found that there was a positive and significant effect of leadership style on employee performance moderated by the work environment. Where the t-count 2.152 is greater than the t-table 1.96 and the significant level is less than alpha ( $0.032 < 0.05$ ). Thus  $H_0$  is rejected and  $H_3$  is accepted, which means that leadership style is positive and significant on employee performance moderated by the work environment at PT. Incasi Raya Padang. The results of this study are in line with research conducted (Suhanta et al., 2022) and (Jafar et al., 2023) that there is a positive and significant effect of leadership style moderated by

the work environment can affect employee performance.

The Effect of Work Motivation on Employee Performance Moderated by the Work Environment  
The results of data testing using the SmartPLS program tool found that there is a positive and significant effect of work motivation on employee performance moderated by the work environment. Where the t-count 3.133 is greater than the t-table 1.96 and the significant level is greater than alpha ( $0.002 > 0.05$ ). Thus  $H_0$  is rejected and  $H_4$  is accepted, which means that work motivation has a positive and significant effect on employee performance moderated by the work environment at PT. Incasi Raya Padang. The results of this study are in line with research conducted by (Prisna, N. I. P. N. I., 2022) that there is a positive and significant effect of work motivation on employee performance moderated by the work environment.

## CONCLUSION

From the results of research on the factors of leadership style and work motivation on employee performance with work environment as a moderating variable at PT Incasi Raya Padang, it can be concluded that:

1. Leadership style has a positive and insignificant effect on employee performance.
2. Work motivation has a positive and significant effect on employee performance.
3. Leadership style has a positive and significant effect on employee performance moderated by the work environment.
4. Work motivation has a positive and significant effect on employee performance moderated by the work environment.

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