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# **THE INFLUENCE OF LEADERSHIP STYLE & ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS A MEDIATION VARIABLE PT. UNILAB PERDANA**

**Famdan<sup>1</sup>**

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**Abstract:** The title of this research is the analysis of the influence of leadership style (LS) and work environment (WE) on employee performance (EP) with work motivation (WM) as a mediating variable at PT. Prime Unilab. This study aims to determine the mediating effect of work motivation in the relationship between leadership style and work environment on employee performance. This research was conducted quantitatively and used a questionnaire as a data collection method. The population is 300 employees. The research sample used was 172 employees. Therefore, sampling is simple and multiple linear regression analysis and path analysis. The results of this study indicate that leadership style and work environment have a positive and significant influence on employee performance, leadership style and work environment have a positive and significant influence on work motivation. Work motivation can mediate the relationship between leadership style and work environment on employee performance.

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

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## INTRODUCTION

Human resource management is a challenge for human resources who are truly competent and competitive, resources that are competitive and highly dedicated, and valuable assets that are very close to employees is one of the focuses of the company/organization that is willing to face. Among the resources of other enterprises, both tangible and intangible. Human resources are the most important and decisive factor in management. The person who plans and at the same time carries out the process of achieving these goals. Without people, there is no planning and work process in management. Even in an automated world, an organization cannot develop without human resources (Syafaruddin, 2015).

Organizations and companies always need strong leadership and management to improve their effectiveness of the two companies. If he has excellent human resources, the effectiveness of the company is achieved. The increase in human resources is rather absolute. Human resources can be said to be a deciding factor for the organization and the success of the enterprise. Business organizations and organizations have been created. This is determined by the performance created by the employee. Employee performance can be measured by reviewing the results of work, regardless of whether it meets the operational standards set by the company (Putra et al., 2016).

This research was conducted because researchers saw that there were several unanswered problems on the topics of

leadership style, work environment, employee performance, and work motivation as evidenced by several previous research journals that had different research results. Therefore, this is the reason why researchers conducted this study with the title "The Influence of Leadership Style & Work Environment on Employee Performance with Work Motivation as an Intervening Variable" to continue the previous research which is still in doubt about the relationship between the variables. This research will be conducted at PT Unilab Perdana with the selection of this company will facilitate research by collaborating with employees and managers to facilitate the data collection process. The purpose of this study is to get answers to whether there is a relationship between leadership style and work environment to employee performance through work motivation as a mediation variable at PT Unilab Perdana.

## LITERATURE REVIEW

### *Leadership style*

According to (Bass & Avolio, 1990) Leadership style is a leader who performs management tasks with all his abilities and attitudes, leadership style is a set of traits and behaviors of managers and ways of communicating and interacting with others to influence others. This style may vary depending on motivation.

### *Work Environment*

work environment according to (Marie-Pierre & Caroline, 2017), *the work environment consists of the system of*

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*work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers.* The working environment consists of a working system and design. Employment, working conditions, and the way superiors treat employees at work.

### ***Employee Performance***

According to (Robbins & Judge, 2009), Employee performance is the result of an employee's achievements in working according to certain criteria that apply to a certain job, employee performance is a function of the interaction of abilities and

motivation.

### ***Work Motivation***

According to Herzberg in (Stephen & Timothy, 2008), Work motivation is the desire contained in an individual that stimulates him to perform actions. According to this theory, there are 2 factors that affect work conditions, namely *motivation factors* and hygiene factors. This theory sees that there are 2 factors that encourage employees to be motivated, namely intrinsic factors, namely motivation appears in individuals, and extrinsic factors of motivation appear outside of individuals.

## **MATERIALS AND METHODS**

This research uses quantitative methods (Sugiyono & Kuantitatif, 2009). This study takes the object on the employees of PT. Unilab Perdana. Data collection using questionnaires distributed through google forms. The total data

obtained was 172 with a response rate of 100%. This study used a Likert scale of 1-6. The data analysis technique used in this study was SPSS.

## **RESULTS AND DISCUSSION**

### **Research Respondent Profile**

Has a result of research on the influence of leadership style and work environment on employee performance with work motivation as a mediation variable in PT. Unilab Perdana. This research questionnaire was distributed by 300 PT employees. Unilab Perdana, which was

taken randomly, the number of questionnaire returns was 180 questionnaires. This discussion includes respondent characteristics, descriptions of research variables, regression testing and path analysis. The technique in processing the data used is SPSS *software*.

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### Gender of Respondents

		Jenis_Kelamin			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	62	36.0	36.0	36.0
	Woman	110	64.0	64.0	100.0
Total		172	100.0	100.0	

Based on the table above, the gender of respondents in the table found that respondents with a female gender of

110 people (64%) were more than the male sex of 62 people (36%). For more details, you can see the following *pie chart* chart.

### Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25 Years	107	62.2	62.2	62.2
	25-35 Years	58	33.7	33.7	95.9
	36-45 Years	7	4.1	4.1	100.0
Total		172	100.0	100.0	

Based on the age table of respondents, it is known that most respondents have an age of < 25 years, which is 107 respondents (62.2%). While

the rest have 25-35 years of age as many as 58 people (33.7%) and 36-45 years old as many as 7 people (4.1%). For more details can be seen in the following chart.

### Marital Status

		Status_Perkawinan			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unmarried	151	87.8	87.8	87.8
	Marry	21	12.2	12.2	100.0
Total		172	100.0	100.0	

Based on the table of the marital status of respondents, it is known that most of the respondents are Unmarried, namely 151 respondents (87.8%). While the rest

are married as many as 21 people (12.2%). For more details can be seen in the following chart.

### Respondents' Last Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	5	2.9	2.9	2.9
	Magister (S2)	5	2.9	2.9	5.8
	Undergraduate (S1)	140	81.4	81.4	87.2
	High School/Vocational School	22	12.8	12.8	100.0
	Total	172	100.0	100.0	

Based on the last education table of respondents, it is known that most respondents had the last S1 education, which was 140 respondents (81.4%). While the rest have D3 education as many as 5

people (2.9%), the last S2 education as many as 5 people (2.9%), and the last high school / equivalent education as many as 22 people (12.8%). More details can be seen in the following chart.

### Pengalaman Work Respondents

		Pengalaman_Kerja			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-Year <	99	57.6	57.6	57.6
	11-15 Years	1	.6	.6	58.1
	15-20 Years	2	1.2	1.2	59.3
	5-10 Years	70	40.7	40.7	100.0
	Total	172	100.0	100.0	

Based on the table of work experience of respondents, it is known that most respondents have work experience for < 5 years, namely 99 respondents (57.6%). While the rest have 11-15 years of work experience with as much as 1 person

(0.6%), 15-20 years of work experience with as many as 2 people (1.2%), and 5-10 years of work experience as many as 70 people (40.7%). More details can be seen in the following chart.

### Respondent Division

		Divided			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Administration & Finance	37	21.5	21.5	21.5

Environmental Laboratory	11	6.4	6.4	27.9
Quality	21	12.2	12.2	40.1
Operational	21	12.2	12.2	52.3
Business Development (Business Development)	60	34.9	34.9	87.2
Business Transactions	22	12.8	12.8	100.0
Total	172	100.0	100.0	

Based on the respondent division table, it is known that most of the respondents are in the Business Development division (Business Development) which is as many as 60 respondents (34.9%). While the rest of the General Administration & Finance division was 37 people (21.5%), the Environmental

Laboratory division was 11 people (6.4%), the Quality and Operations division was 21 people each (12.2%) and the Business Transactions division was 22 people (12.8%). For more details can be seen in the following chart.

### Respondent's Earnings

		Income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< IDR 2,500,000	44	25.6	25.6	25.6
	IDR 10,000,000 - IDR 15,000,000	27	15.7	15.7	41.3
	IDR 15,000,000 - IDR 20,000,000	2	1.2	1.2	42.4
	IDR 2,500,000 - IDR 5,000,000	29	16.9	16.9	59.3
	IDR 5,000,000 - IDR 10,000,000	70	40.7	40.7	100.0
	Total	172	100.0	100.0	

Based on the income table of respondents, it is known that most respondents have an income of Rp. 5,000,000 - Rp. 10,000,000, which is as many as 70 respondents (40.7%). While the rest have income < Rp. 2,500,000 as many as 44 people (25.6%), income of Rp.

10,000,000 - Rp. 15,000,000 as many as 27 respondents (15.7%), income of Rp. 15,000,000 - Rp. 20,000,000 as many as 2 respondents (1.2%) and income of Rp. 2,500,000 - Rp. 5,000,000 as many as 29 respondents (16.9%). For more details can be seen in the following chart.

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## Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Gaya_Kepemimpinan_X1	172	20	72	59,96	8,386
Lingkungan_kerja_X2	172	22	84	67,75	9,651
Kinerja_karyawan_Y	172	33	90	77,16	10,253
Motivasi_kerja_Z	172	86	276	235,10	31,124
Valid N (listwise)	172				

Based on the table it is known that the number of samples is 172. The minimum value on the leadership style variable (X1) is 20 and the maximum is 72 while the average obtained is 59.96 with a standard deviation of 8.386. The minimum value on the work environment variable (X2) is 22 and the maximum is 84. While the average obtained is 67.75 with a

standard deviation of 9.651. The minimum value in the work motivation variable (Z) is 86 and the maximum is 276 while the average obtained is 235.10 with a standard deviation of 31.124. The minimum value on the employee performance variable (Y) is 33 and the maximum is 90. While the average obtained is 77.16 with a standard deviation of 10.253.

## DISCUSSION

### Leadership Style Has a Significant Effect on Employee Performance

Based on the results that have been carried out, it is known that the influence of leadership style on employee performance obtained a *calculated* t-value of 6.307 which is greater than the *t* table with a level of significance of 0.05 is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of this comparison, it can be concluded that the leadership style coefficient of 0.528 is significant. The first hypothesis reads "It is suspected that there is a significant influence between leadership styles on the performance of the work.

### Work Environment Has a Significant Effect on Employee Performance

Based on the results that have been carried out, it is known that the influence of the work environment on employee performance obtained a *calculated* t value of 6.759 which is greater than the *t* table with a level of significance of 0.05 is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of this comparison, it can be concluded that the coefficient of the working environment of 0.492 is significant. The second hypothesis reads "It is suspected that there is a significant influence between the work environment on the performance of the work and proven.

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### **Leadership Style Has a Significant Effect on Work Motivation**

Based on the results that have been carried out, it is known that the influence of leadership style on work motivation obtained a calculated t-value of 5.466 which is greater than the t table with a level of significance of 0.05 is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of this comparison, it can be concluded that the coefficient of the Leadership style of 1.374 is significant. The third hypothesis reads "It is suspected that there is a significant influence between leadership style and proven work motivation.

### **Work Environment Has a Significant Effect on Work Motivation**

Based on the results that have been carried out, it is known that the influence of the work environment on work motivation obtained a calculated t-value of 7.780 which is greater than the tablet with a level of significance of 0.05 is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of this comparison, it can be concluded that the coefficient of the working environment of 1.699 is significant. The fourth hypothesis reads "It is suspected that there is a significant influence between the work environment on proven work motivation.

### **Work Motivation Has a Significant Effect on Employee Performance**

Based on the results that have been carried out, it is known that the influence of work motivation on employee performance obtained a calculated t-value of 36.348 which is greater than the t table with a level

of significance of 0.05 is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of this comparison, it can be concluded that the coefficient of work motivation of 0.310 is significant. The fifth hypothesis reads "It is suspected that there is a significant influence between work motivation and the performance of the work.

### **Leadership Style Has a Significant Effect on Employee Performance Through Work Motivation Variables**

Based on the results that have been carried out, it is known that the influence of leadership style on employee performance through the mediation of work motivation variables obtained a calculated value of 5,406 where more the magnitude of the table t with a significance level of 0.05 which is 1.999 and a p-value of 0.000 which is smaller than the significance level of 0.05 is obtained. On the basis of such a comparison, it can be concluded that the mediation of significant work motivation variables. The sixth hypothesis reads "It is suspected that there is a significant influence between leadership style on the performance of the work through the mediation of proven work motivation variables.

### **Work Environment Has a Significant Effect on Employee Performance Through Work Motivation Variables**

Based on the results that have been carried out, it is known that the influence of the work environment on employee performance through the mediation of work motivation variables obtained a calculated value of 7.601 which is greater

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from t the table with a significance level of 0.05 which is 1.999 and a p-value of 0.000 is obtained which is less than the significance level of 0.05. On the basis of such a comparison, it can be concluded that the mediation of significant work

motivation variables. The seventh hypothesis reads "It is suspected that there is a significant influence between the work environment on the performance of the work through the mediation of proven work motivation variables.

## CONCLUSIONS

Based on the results of the test and discussion above, several conclusions can be drawn from this study that leadership style has a positive and significant influence on employee performance, the work environment has a positive influence and significant on employee performance, Leadership style has a positive influence and significant on work motivation, the Work environment has a positive influence

and significant on work motivation, Work motivation has a positive and significant influence on employee performance, then Leadership style and employee performance have a positive influence and significant through work motivation, and The work environment and performance of employees have a positive and significant influence through work motivation.

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