

The Effect of Work Environment, Leadership Style and Intrinsic Motivation on Employee Performance at CV. Cipta Mulya, Madiun Regency

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ABSTRACT

There are several factors that can affect employee performance, namely the work environment, leadership style and work motivation. The work environment is the conditions that exist around the workplace including aspects of temperature, lighting, air, sound and layout. Leadership style is one of the factors that can build a comfortable work environment. While work motivation is a condition that is formed from a sense of comfort in the work environment and leadership style so that employees are able to work well. The aim of this study was to determine the effect of the work environment, leadership style and work motivation on employee performance. The method used is a quantitative descriptive analysis method. The results of the study show that all factors that can influence employee performance have a positive effect. The existence of this research is expected to be able to show that aligning employee performance factors needs to be continuously developed in order to be able to improve employee performance. Because when employees work well, the company will be younger in achieving its vision and mission.

Keywords: Work Environment; Leadership; Motivation; Employee Performance

1. INTRODUCTION

In the current technological era, there are more companies in the construction sector are developing. The existence of rapid business development makes the company must be selective in accepting employees. This shows that the role of the human resources division must be good. Human resources are people who are referred to as managers, employees, employees, laborers or workers who work for the organization (Cachón-Rodríguez et al. 2022). Other sources can only be obtained and function if the organization has qualified human resources. The effectiveness and efficiency of other organizational resources can only be achieved if the human resources are qualified. Several human resource management activities such as procurement, appraisal, protection, motivating employees, empowering employees, guiding and improving discipline (Wang et al. 2022).

Employee empowerment is important to note because it relates to employee performance. Employee performance is an indicator that shows the good or bad of a company because the achievement of the company's vision and mission depends on the quality of the employees in the company. Performance employees can be influenced by several factors, namely work environment, work culture, leadership, work motivation, work discipline, job satisfaction, incentives and communication (Qalati et al. 2022).

The work environment that must be considered starts from the physical environment such as room temperature, cleanliness of the workplace and adequate lighting. In addition to the physical environment, there is a non-physical environment such as a working atmosphere and good relations between employees (Pitafi et al. 2018). A comfortable work environment for employees can be an attraction for an organization to bind employees to work optimally in the organization. An inappropriate work environment will of course have an impact on employee performance that is less than optimal. A working environment condition can be said to be good if the work environment is healthy, comfortable, safe and enjoyable for employees in completing their work (Yeh et al. 2022). The second factor is, leadership. Leadership in whatever model it adopts, has a central goal to ensure and maintain organizational progress related to quality work. Leadership quality and effectiveness is understood and evaluated according to employee motivation and effectiveness (AlNuaimi, Singh, and Harney 2021). Motivation is one of the most important things in human life. The existence of human motivation can go beyond the limits of his mind and achieve what he needs. Each individual's needs occur if there is no balance between what is desired and what is expected so that a person will be driven or motivated to expend effort with high effort to achieve his goals (Durnali 2022). According to Yenni and Sukmawati (2020) there are three indicators of motivation, namely desire to carry out activities, belief in success, and tenacity in trying.

There is an explanation of the importance of creating a good work environment, a leadership style that can be used as an example and motivation that can increase work enthusiasm. So a research was conducted on one of the construction companies in Madiun, namely CV. Cipta Mulya. This study aims to determine the influence of the work environment, leadership style and motivation on the performance of employees at CV. Cipta Mulya.

2. THEORETICAL FRAMEWORK AND HYPOTHESES FORMULATION

2.1 Work Environment

The work environment is everything or everything that is in the worker's environment that can affect themselves in carrying out work. A good and conducive work environment is really needed by employees to achieve employee job satisfaction, so that the company targets that are charged can be realized immediately (Mohamad Suleiman 2023). The physical work environment is everything around the workplace that can directly or indirectly affect performance. The physical work environment itself can be divided into two categories. The first category is the environment that is directly related to employees and is near employees, for example tables and chairs. The second category is the intermediary environment or the general environment, which can also be called the work environment that affects the human condition, for example temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color and so on (Heistad et al. 2022).

An employee who works in a physical work environment that is good and supports optimal work will also produce good performance, conversely if an employee works in a physical work environment that does not support or is inadequate to work optimally it will make the employee uncomfortable. get tired quickly, lazy so that the employee's performance will be low (Ronal and Hotlin 2019). Indicators of the physical work environment include, namely, the condition of the air in the room, noise in the work environment, vibrations that affect work, lighting levels and room arrangement. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships among co-workers, or relationships with subordinates. The working relationship is divided into two, namely the working relationship between employees and the working relationship between employees and leaders (Barth and Blazejewski 2020).

The working relationship between employees is very necessary in carrying out work, especially for employees who work in groups, if there is a conflict that arises it can complicate the work atmosphere and will reduce employee morale (Yeh and Huan 2017). A good working

relationship between one another can increase morale for employees, where they work together or help each other in completing a job. While the working relationship between employees and superiors is the attitude of superiors towards subordinates giving influence to employees in carrying out activities. A friendly attitude, mutual respect is necessary in the relationship between superiors and subordinates for cooperation in achieving company goals. The friendly attitude created by superiors makes employees more comfortable at work and can raise morale for employees. At the company's leadership attitude between employees respect each other in order to advance the company (Rosminah 2021).

2.2 Leadership Style

A leader is essentially someone who has the ability to influence the behavior of others in their work by using power. Power is the ability to direct and influence subordinates with respect to the tasks that must be carried out. The concept of leadership has evolved and developed due to various organizational and environmental changes. Several studies have been conducted to assess the influence of leadership on organizational performance and organizational variables such as culture, employee effectiveness, satisfaction, performance, retention, and motivation are influenced by various leadership styles (Gökalp and Soran 2022).

According to Edwin Ghiselli in T. Hani Handoko (2009) the characteristics of effective leadership are:

1. Ability in his position as a supervisor (supervisory ability) or the implementation of basic management functions, especially directing and supervising the work of others.
2. The need for achievement at work, including the search for responsibility and the desire to succeed.
3. Decisiveness or the ability to make decisions and solve problems competently and appropriately.
4. Intelligence, including policy, creative thinking and thinking power.
5. Confidence, or a view of himself as the ability to deal with problems.
6. Initiative, or the ability to act independently, develop a series of activities and find new ways or innovations (Piwovar-Sulej and Iqbal 2022).

According to T. Hani Handoko (2009) for the group to run effectively, a person must carry out two main functions:

1. Functions related to tasks (task related) or problem solving. This function involves providing suggestions for completion, information and opinions.
2. Group maintenance or social functions. This function includes everything that can help the group run more smoothly, agreeing with other groups, mediating differences of opinion, and so on.

According to Thoha (2010) there are three indicators that influence leadership success, namely:

1. Intelligence, is a person's ability that includes wisdom, creative thinking and thinking power.
2. Maturity of social relations, is a person's ability to recognize self-esteem, recognize the dignity of others, high attention and subordinate oriented.
3. Self-motivation is a person's ability to be responsible and desire to be better (Malak et al. 2022).

Leadership has several implications, including:

- a. Leadership means involving other people or parties, namely employees or subordinates. Employees or subordinates must have the will to accept direction from the leader. However, without employees, there will be no leaders.
- b. An effective leader is someone who, with his power, is able to inspire his followers to achieve satisfactory performance. Leaders can use different forms of power or power to influence the behavior of subordinates in various situations.

- c. Leadership must have honesty towards oneself (integrity), sincere responsibility (compassion), knowledge (awareness), courage to act with confidence (commitment), trust in oneself and others (confidence) and the ability to convince others (communication) in building the organization (AlNuaimi et al. 2021).

2.3 Intrinsic Motivation

According to Turang et al. (2015), motivation is one of the most important things in human life, with human motivation being able to go beyond the limits of his mind and achieve what he needs. Each individual's needs occur if there is no balance between what is desired and what is expected so that a person will be driven or motivated to expend effort with high effort to achieve his goals (Zhu et al. 2022). According to Yenni and Sukmawati (2020) there are three indicators in motivation, namely the desire to carry out activities, belief in success, and tenacity in trying (Kim, Pak, and Son 2023).

Empirical findings show that motivation has a direct effect on performance. It is based on the relationship between performance and motivation (Oh and Roh 2022). The findings of this study are in line with several previous studies which have previously proven that motivation has a significant effect on employee performance both directly and acting as a mediator. In addition, employee motivation then has the ability to improve organizational performance (Giurge and Woolley 2022). However, from the results of this study it was found that employee motivation is inseparable from the leaders involved in it who have the function of providing motivation both orally and in writing (Nguyen, Le, and Do 2022).

2.4 Employee Performance

Employee performance is defined as the employee's ability to do a certain skill. Sinambela (2016) suggests that performance is defined as the result of an evaluation of the work done by individuals compared to the criteria that have been set together. Meanwhile, according to Wirawan (2015) the term performance is an abbreviation of the kinetics of work energy, namely human energy if it is kinetic or employed will produce work output. According to Sedarmayanti (2017) performance is the result of work achieved by someone in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned, legally, not violating the law and in accordance with morals and ethics (Abou-Shouk et al. 2022). From some of the definitions above, it can be concluded that performance is the result of work that has been achieved by employees in accordance with the duties and responsibilities that have been given and does not conflict with applicable law (Alqudah, Carballo-Penela, and Ruza-Sanmartín 2022).

According to Duha (2018) there are several factors that influence employee performance, including the process of distributing responsibility, strong positive relationships, mastery of work materials, expectations, opportunities for change, love of work and the work environment (Vu 2022). In Wirawan (2015) suggests several factors that can influence employee performance, namely the external environment of the organization, namely internal organizational factors and employee factors. According to Ginanjar (2013) performance indicators include the quantity of results, namely the amount that must be completed or achieved. This relates to the amount of output produced. The quality of the output, namely the quality that must be produced (whether it is good or not), the qualitative measurement of the output reflects the measurement of the level of satisfaction, namely how well the completion is. This relates to the output form. The timeliness of the results, namely whether or not they match the planned time (Abdelwahed, Soomro, and Shah 2022). Timeliness measurement is a special type of quantitative measurement that determines the timeliness of completion of an activity. Attendance, namely whether there are employees in the office when entering working hours. The ability to work together, namely the ability of employees to carry out activities together with other employees in an activity that cannot be done individually (Qalati et al. 2022).

2.5 Hypothesis

H1: Work environment (X1) influences employee performance (Y) at CV. Create Mulya.

H2: Leadership style (X2) influences employee performance (Y) at CV. Create Mulya.

H3: Intrinsic motivation (X3) influences employee performance (Y) at CV. Create Mulya.

3. RESEARCH METHODS

The population in this study were 50 employees of CV. Create Mulya. The data collection method used in this study are:

- Observation is a method of collecting data by observing or reviewing carefully and directly at research locations or in the field to be able to find out firsthand the conditions that occur.
- Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find the problem to be studied.
- Questionnaire is a technique of collecting data by providing written questions to obtain information from respondents about themselves or things they know.

Data analysis techniques used, namely:

- Descriptive Statistical Analysis. Descriptive statistical analysis techniques are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations.
- Inferential Statistical Analysis. To test the hypothesis and see the relationship between variables used multiple linear regression analysis, analysis of the coefficient of determination, F test and T test.

4. RESULTS AND DISCUSSION

4.1 Results

Description of Research Variables

Table 1: Descriptive Statistics of The Research

Variable	N	Mean	Std. Deviation
Work Environment (X1)	50	4.4280	0.27556
Leadership Style (X2)		4.3800	0.31037
Intrinsic Motivation (X3)		4.4060	0.23422

Source: Personal data, 2023

Based on Table 1 shows that the number of samples is 50. The average value of the work environment variable is 4.4280 with a standard deviation of 0.27556. The average value of leadership style is 4.3800 with a standard deviation of 0.31037. The average value of intrinsic motivation is 4.4060 with a standard deviation of 0.23422.

Normality Test

Table 2: Normality Test

Kolmogorov-Smirnov	Unstandardized Residual
Asymp. Sig (2-Tailed)	0.0616

Source: Personal data, 2023

Based on the results of the normality test, the value is 0.0616. This shows that it is normally distributed. A data is said to be normally distributed if sig. > 0.05 and is said to be not normally distributed if sig. < 0.05.

Multicollinearity Test

Table 3: Multicollinearity Test

Variable	Tolerance	VIF
Work Environment (X1)	0.271	3.696
Leadership Style (X2)	0.257	3.897
Intrinsic Motivation (X3)	0.468	2.136

Source: Personal data, 2023

Based on the multicollinearity test, it is known that the data does not occur intercorrection between variables or there are symptoms of multicollinearity. This is because the Tolerance value > 0.10 and VIF < 10.00. This means that the data between one independent variable and another in the regression model does not occur a relationship that is close to perfect or a perfect relationship.

Hypothesis Testing

Table 4: Hypothesis Testing

Type	Work Environment	Leadership Style	Intrinsic Motivation
F-Test			
Result		4.533	
T-Test			
Result	0.046	0.045	0.041
Conclusion	Sig.	Sig.	Sig.

Source: Personal data, 2023

Based on the results of the F test, the F-count value is 4,533. This shows that the independent variable has an effect on the dependent variable. Because the value of F-Calculate > F-Table (4,533 > 2,810). Meanwhile, based on the results of the T test on each variable, it shows a significant effect. This is because the sig. < 0.05, namely in the work environment of 0.046, leadership style of 0.045 and intrinsic motivation of 0.041.

4.2 Discussion

The results of this study indicate that the work environment variables, both physical and non-physical work simultaneously have a positive and significant influence on employee performance at the Bajeng District Office, Gowa Regency. The two independent variables jointly influence the dependent variable on employee performance at the Bajeng District Office (Barth and Blazejewski 2020). The contribution of the two independent variables to the dependent variable is included in the strong category. This means that the work environment is closely related to employee performance. This supports research from Sukamto (2013) entitled "The Influence of the Physical and Non-Physical Work Environment on the Performance of Employees in the Food Security Agency and Executors.

Based on the results of the T test in this study, it shows that there is a positive and significant influence of the work environment on employee performance. The test results are in line with the research of Rahmawanti et al. (2014) where the physical work environment has a positive and partially significant effect on performance. A government organization of course

cannot be separated from the environment in which its employees work (Pitafi et al. 2018). The work environment, in this case the physical work environment, will be able to support increased performance if it can be properly considered. This means that if the physical work environment can be improved, the employee's performance will increase as well. Schultz & Sydney in Mangkunegara (2005: 105) argues that an employee who works in a physical work environment that is good and supports optimal work will also produce good performance, conversely if an employee works in a physical work environment that does not support or is inadequate to work optimally it will make employees uncomfortable, tired quickly, lazy so that the employee's performance will be low.

Leadership style also has a positive and significant influence on employee performance. Interest in the development of leadership styles in assisting the development of employees to take initiative, take risks and deal with uncertainty (Piwowar-Sulej and Iqbal 2022). The division and distribution of work by leaders emphasizes the importance of leadership power over subordinates and acceptance of quality influence for work facilities. The work environment consists of physical and non-physical that are attached to employees so that they cannot be separated from efforts to develop employee performance (Gökalp and Soran 2022). A work environment that is fresh, comfortable and meets appropriate standards of needs will contribute to the comfort of employees in carrying out their duties. The non-physical work environment which includes the friendliness of the attitude of employees, mutual respect when different opinions are a mandatory condition for continuing to foster the quality of employee thinking which can ultimately improve their performance continuously (Abdelwahed et al. 2022).

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of the study, it was found that partially the work environment has an effect on employee performance, leadership style has an effect on employee performance and intrinsic motivation has an effect on employee performance. Simultaneously the work environment, leadership style and intrinsic motivation affect employee performance. This shows that the development of a company is strongly influenced by these three variables. Because a comfortable work environment will produce a good work culture. Thus, employees can improve their performance.

5.2 Suggestions

Advice that can be given to companies is the need to create a physical and non-physical work environment because this will affect the working mood of employees. As well as leadership style and the way leaders provide motivation will affect employee performance. Where employees feel comfortable with the environment and other aspects of work, that's where employees can work well.

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